

UPDATE ON CHANGES TO THE SENIOR MANAGEMENT STRUCTURE

Purpose of the Report

1. To update the Staffing Policy Committee on the implementation of the new senior management structure.

Background

2. Following the elections in May 2013, a new business plan was drafted reflecting the challenges and changes that the council faces in the next four years. The new business plan focuses on transformation and innovation along with themed areas of service delivery.
3. On 23 July 2013 Cabinet agreed that the senior management structure would be reviewed and a new structure would be implemented in order to support the delivery of the new business plan.
4. The business plan was approved by full council on 3 September 2013 and collective consultation with the service directors affected by a proposed new senior management structure commenced on Wednesday 11 September 2013. As a result twelve service directors were placed at risk of redundancy.
5. Following feedback and comments on the proposed structure a report was presented to Cabinet on 24 September 2013 detailing the final structure.
6. In the structure a new role of Associate Director replaces the Service Director role currently in place. The Associate Director role is a different role to that of Service Director. In most cases the new role has multiple service responsibilities, and in all cases there is more of an emphasis on partnership working as well as a wider corporate responsibility with peers. In addition job profiles have been introduced for these roles, which describe the level at which the Associate Directors will work.
7. These changes meant that there was no ownership of the Associate Director posts in the new structure and as a result the Service Directors were invited to apply for voluntary redundancy by Friday 27th September 2013.

Main considerations

8. Two applications for voluntary redundancy were received from two Service Directors. These applications were accepted subject to approval by the Senior Officers Employment Sub Committee. The Committee met on Wednesday 9 October 2013 and approved a recommendation to terminate the employment of two service directors on grounds of redundancy, and both left the council on 25 October 2013.
9. As a result there were ten service directors still at risk of redundancy, and following the deadline for applications for voluntary redundancy a process to identify roles which met the criteria for suitable alternative employment opportunities for these service directors was completed.
10. Nine suitable alternative employment opportunities were identified for the ten service directors. For eight roles there was only one candidate for whom the role was suitable, and

for one role there were two candidates. The redeployment process was completed on Friday 18 October 2013 when the Officer Appointments Committee met to approve recommendations to appoint to nine posts. These appointments are:

- Associate Director, Adult Care Commissioning, Safeguarding and Housing – James Cawley
- Associate Director, Communications, Community Area Boards, Libraries, Arts, Heritage and Culture – Laurie Bell
- Associate Director, Economic Development and Planning – Alistair Cunningham
- Associate Director, Environment and Leisure – Tracy Carter
- Associate Director, Finance, Revenues & Benefits and Pensions (Section 151 Officer) – Michael Hudson
- Associate Director, Highways and Transport – Parvis Khansari
- Associate Director, Legal and Governance (Monitoring Officer) – Ian Gibbons
- Associate Director, People and Business Services – Barry Pirie
- Associate Director (with CCG), Quality Assurance, Commissioning, Performance, Schools and Early Years Effectiveness – Julia Cramp

11. On completion of this appointments process one service director remained at risk of redundancy and was given a final opportunity to volunteer for redundancy, the deadline for which was Friday 25 October 2013.
12. The new senior management structure was implemented Monday 21 October 2013, and the appointments outlined in paragraph 10 were effective from that date.
13. The process to recruit to the post of Associate Director, Children's Social Care, Integrated Youth, Preventative Services and 0-25 SEN/Disability Service was also completed on Friday 18 October 2013. The Officer Appointments Committee approved the appointment of Terence Herbert, who is currently Head of Service for Community Safeguarding. He will take up this new role 4 November 2013.
14. There are two Associate Director posts that remain vacant in the new structure. These posts are Associate Director, Public Health and Protection and Associate Director, Adult Social Care Operations. Steps are now underway to recruit to the Associate Director, Public Health & Protection post, and recognising that this post will be difficult to fill an executive search and selection agency has been employed to manage this process.
15. The Associate Director, Adult Social Care post is currently filled by an interim manager and this arrangement will stay in place until 2014 when steps will be taken to recruit permanently to this post.
16. A copy of the new senior management structure is attached as appendix 1.

Safeguarding Considerations

17. The changes to the structure maintains separate roles in terms of frontline social care for both children and adults, and in line with best practice the quality assurance safeguarding functions will be led outside these frontline delivery functions, within the commissioning and performance areas. The expectation will be that all corporate and associate directors have a role in promoting safeguarding within their specific areas, as is the case currently.

Public Health Implications

18. There are no public health implications as a result of the new senior management structure.

Environmental and Climate Change Considerations

19. There is no environmental or climate change impacts as a result of the new senior management structure.

Equalities Impact of the Proposal

20. There is no equalities impact as a result of the new senior management structure. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

Risk Assessment

21. There are no current risks applicable to the changes to the senior management structure.

Financial Implications

22. The implementation of the new senior management structure has resulted in the deletion of 5 service director posts, and will deliver annual savings of £292k after taking account of the realignment of pay with the market median pay rates for roles in the structure.

Legal Implications

23. The process to appointment to roles in the new structure is in line with the Appointments Policy & Procedure for Chief and Senior Officers.

Options Considered

24. The Appointments Policy & Procedure for Chief and Senior Officers outlines the process for appointing staff to posts following a change to a structure. This process has been followed and therefore there were no other options to consider.

Conclusions

25. There were no other options available as the Appointments Policy & Procedure for Chief and Senior Officers provides a clear and agreed process for appointing staff to posts following re-structure, and this process was followed.

Proposals

26. It is proposed that the Staffing Policy Committee note the update on the implementation of the new senior management structure.

Barry Pirie
Associate Director, People & Business Services

Report Author: Joanne Pitt, Service Head – HR Strategy & Policy

Appendix 1 – New senior management structure chart