

Report to:	Cabinet	Date of Meeting:	6 th September 2018
Subject:	Senior Management Structure Review		
Report of:	Chief Executive	Wards Affected:	All
Cabinet Portfolio:	Leader		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

The purpose of the report is to put into effect changes in the Senior Management of the Council as a result of the ongoing review of function and capacity and to enable the Authority to be best placed in terms of meeting its 2030 Vision and core purpose. The changes result in an overall reduction of two posts.

Recommendation(s):

- (a) Authorise the deletion of the post of Head of Regulation and Compliance
- (b) Authorise the future deletion (at a time at the discretion of the Chief Executive) of the post of Head of Locality Services Commissioned and subsequent potential redundancy of the current postholder. It is envisaged that any redundancy would only take place subject to normal processes and would be on or around 31st December 2018 (subject to a successful transition of matters as detailed in this report).
- (c) Create a new post of Head of Highways and Public Protection to assume the responsibilities listed within the report.
- (d) Authorise the future deletion of the post Head of Commissioning and Business Intelligence. The duties to be subsumed within the Head of Strategic Support Post. The current post holder of the Head of Commissioning and Business Intelligence to be moved into the Head of Highways and Public Protection post.
- (e) Authorise the formation of a new role of Chief Legal and Democratic Officer with the assimilation of an individual into that role.
- (f) The Head of Communities role to assume responsibility for the areas as listed within this report, taking over some responsibility which currently resides with the Head of Health and Wellbeing and Head of Schools and Families with consequent changes to the roles of Head of Health and Wellbeing and Head of Schools and Families.
- (g) The Head of Schools and Families Post to be re-designated Head of Education

Excellence and to take up responsibilities as detailed within this report.

- (h) The other Heads of Service to take up responsibilities as detailed in this report.
- (i) The Chief Executive be authorised to implement the changes (subject to any necessary procedures) in role, job function and functional areas at a time and pace to be considered in consultation with the relevant Cabinet Members.
- (j) The Chief Executive and Chief Personnel Officer be authorised under normal procedures to consider the impact of changes to job grades under the HAY Scheme and consult the Cabinet Member Corporate Resources.

Reasons for the Recommendation(s):

To ensure that the future Management Structure is fit for purpose and reflect the priorities set out in the 2030 Vision and the Council's Core Purpose.

Alternative Options Considered and Rejected: (including any Risk Implications)

The changes could be rejected, however this would lead to a loss of efficiency and a failure to make anticipated savings.

Organisationally the changes provide for a structure which is fit for purpose whereas without changes the structure is operating below the desired standards.

What will it cost and how will it be financed?

(A) Revenue Costs

Any revenue costs arising from these proposals will be in accordance with the Council's existing policies and procedures for which budget provision currently exists.

Any savings arising from these proposals will contribute to the Council's overall medium term financial plan with the final value being determined following a full evaluation.

(B) Capital Costs

Any capital costs arising from these proposals will be in accordance with the Council's existing policies and procedures for which budget provision currently exists.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):

The financial implications are as set out previously in this report.

Legal Implications:

Equality Implications:

There are no equality implications

Contribution to the Council's Core Purpose:

The review of the senior management arrangements will ensure that the structure is fit for purpose and therefore make a positive contribution to the achievement of the Council's Core Purpose. It will ensure that senior leadership capacity is focussed on council priorities

Protect the most vulnerable:
Facilitate confident and resilient communities:
Commission, broker and provide core services:
Place – leadership and influencer:
Drivers of change and reform:
Facilitate sustainable economic prosperity:
Greater income for social investment:
Cleaner Greener

What consultations have taken place on the proposals and when?**(A) Internal Consultations**

The Head of Corporate Resources (FD 5260/18) and Head of Regulation and Compliance (LD 4484) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Not Applicable

Implementation Date for the Decision

Following the expiry of the "call-in" period for the Minutes of the Cabinet Meeting

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Appendices:

Appendix 1 – Current position
Appendix 2 – New position

Background Papers:

There are no background papers available for inspection.

1. BACKGROUND

- 1.1 This report highlights a proposal which provides for a refresh of the Council's Senior Management arrangements. The revisions that are proposed are an evolution of changes which were first put into place in 2015.
- 1.2 The refresh consolidates changes identified under the Council's Framework for Change and reflects greater flexibility continuing under the 'One Council' approach for Senior Management. There is an overall reduction of two Head of Service posts albeit the rationale of changes proposed within the report is one of the Authority continuing to meet its strategic and operational objectives.
- 1.3 The changes detailed within the report provide for a slightly revised structure going forward which is fit for purpose. This allows the Chief Executive and Officers to make full arrangements to put changes into place with, as necessary, ongoing consultation with Cabinet Members.

2. CURRENT POSITION

- 2.1 The Council's current Senior Management Structure is shown at Appendix 1, along with the functional and operational areas which lie within each Head of Service's remit. Appendix 2 provides the proposed position.
- 2.2 The current structure has 13 Heads of Service who have reporting lines to the Chief Executive along with three Directors of Executive level who operate and interact with Heads of Service as necessary and carry project and thematic responsibility.
- 2.3 The current roles of Head of Regulation and Compliance, Heads of Economic Growth and Housing, Head of Communities and the Head of Health and Wellbeing are vacant.
- 2.4 The basis of the current structure has been crucial in driving forward the Council's strategic and operational goals and in particular in reinforcing the One Council approach which has allowed Officers and Senior Leaders the flexibility and freedom to work across thematic areas whilst maintaining responsibility and accountability for an operational area.
- 2.5 When recruited, Heads of Service are expected to work across areas and manage and lead tasks outside of their service delivery accountabilities. This has led to greater flexibility in practice and is emphasised at the time of recruitment. In practice, Heads of Service work across service accountabilities on a day to day basis.
- 2.6 Based on the above existing principles it is proposed to make a number of changes in relation to Head of Service and other posts which are as follows:

3. Head of Regulation and Compliance

- 3.1 It is proposed that this post is deleted (the post is currently vacant) and the functional areas which were formally within this area, be transferred to The Head of Corporate Resources and the Head of Highways and Public Protection (new post see below).
- 3.2 A lower graded post of Chief Legal and Democratic Officer be formed with an individual holding the post of Principal Lawyer being assimilated into that post. This post would report to the Head of Corporate Resources. The Chief Legal and Democratic Officer would have responsibility for Legal, Democratic, Elections, Coroners and Registrars. The Chief Legal and Democratic Officer would become the Council's statutory Monitoring Officer.
- 3.3 The Public Protection service responsibilities currently held by the Head of Regulation and Compliance will transfer to the Head of Locality Services Commissioned on a transitional basis with permanent arrangements as detailed later in this report.

4. Head of Locality Services – Commissioned

- 4.1 It is proposed that the particular role is deleted, but a Head of Service role is modified as below. Responsibility for Grounds Maintenance and Coast Services will transfer to the Head of Locality Services Provision. In addition, responsibility for Environmental Health, Licensing, Trading Standards and Parking be given to the post of Head of Highways and Public Protection
- 4.2 These changes will lead to the deletion of the post of Head of Locality Services – Commissioned and the redundancy of the individual currently in post. Any redundancy would be subject to the Authority's ongoing processes. It is, however, anticipated that to achieve transition that the individual would not leave the organisation until late 2018. Any transitional areas which have been transferred to the Head of Locality Services Commissioned would transfer to the Head of Public Protection and Highways.
- 4.3 The deletion of the of Head of Locality Services - Commissioned and subsequent saving is also partly achievable by the flexibility in Heads of Service working which will allow a Head of Service to take up responsibility for the post of Head of Highways and Public Protection allowing the deletion of another existing post as detailed below.

5. Head of Locality Services – Provision

- 5.1 As a result of the changes in relation to functional and operational areas, this post will take on responsibility for the newly formed Green Sefton Service and the operation of the Specialist Transport Unit from Locality Services Commissioned. This change allows services which have significant operational similarities to be grouped together.

6. Head of Communities

- 6.1 Significant progress has been made in respect of the implementation of the Council's Locality Model as designed within the Framework for Change PSR2 – EIP3 project. This project is now at a point in time whereby the functional and operational areas within the Locality Working Model are coming together and it is necessary to formally assign responsibility for their senior management. This role will have overall responsibility for the elements within the model. The Head of Communities role is currently vacant due to the promotion of the post holder to the Executive Director Post. The revised post will be recruited to immediately.

7. Strategic Support

- 7.1 It is proposed that the current Head of Commissioning and Intelligence post be deleted (subject to any necessary due process) and the responsibilities for areas listed in Appendix 2 be taken up by the Head of Strategic Support.
- 7.2 It is intended that the Head of Business Intelligence and Commissioning will have responsibilities for the Head of Highways and Public Protection. This approach reflects the flexibility of Heads of service in managing and leading different work areas and also allows a saving to take place.

8. Head of Corporate Resources

- 8.1 The functional areas within the remit of the Head of Corporate Resources will increase as a result of the transfer of responsibility from the Head of Regulation and Compliance Post and those areas are shown on Appendix 2.

9. OVERALL REDUCTION IN NUMBERS OF HEADS OF SERVICE

- 9.1 As a result of the reconfiguration of the Strategic Leadership Board, the number of Heads of Service will be reduced by two and provide a longer term saving.
- 9.2 The Authority operates a system of Senior Management posts being evaluated under the HAY grading system and it is anticipated that some changes to Heads of Service will necessitate a regrading under that scheme. It is proposed that the Chief Executive and Chief Personnel Officer be authorised to appraise as necessary the grading of the Heads of Service that are affected in consultation with the Cabinet Member Corporate Resources.
- 9.3 Transition in respect of service areas will be subject to the Chief Executive's operational decision in consultation with the Cabinet Member

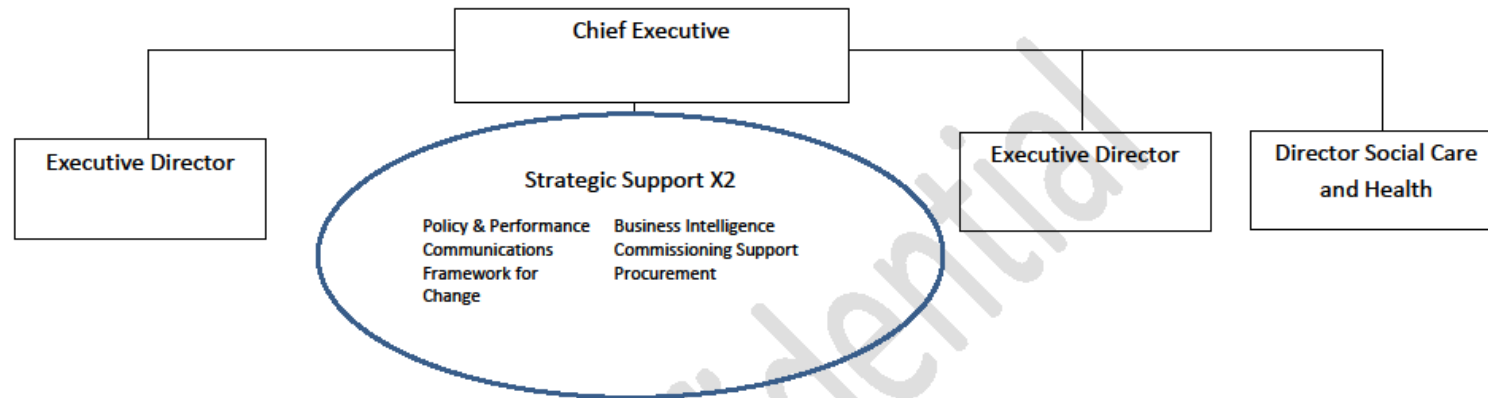
10. TRADE UNION/EMPLOYEE CONSULTATION

- 10.1 The Chief Executive attended the Council's Joint Trade Union Forum on 11th July 2018 to brief and Consult with trade unions. The Trade Unions raised concerns about any changes in Pay for Senior Officers in this restructure particularly at a time when some employees are facing compulsory job loss. It was agreed that before any pay changes take place (in respect of Heads of Service as a result of this restructure) that a narrative would be provided to the Joint trade Union Forum

explaining reasons for any proposed change (arising out of these changes to Heads of Service) allowing trade unions to comment.

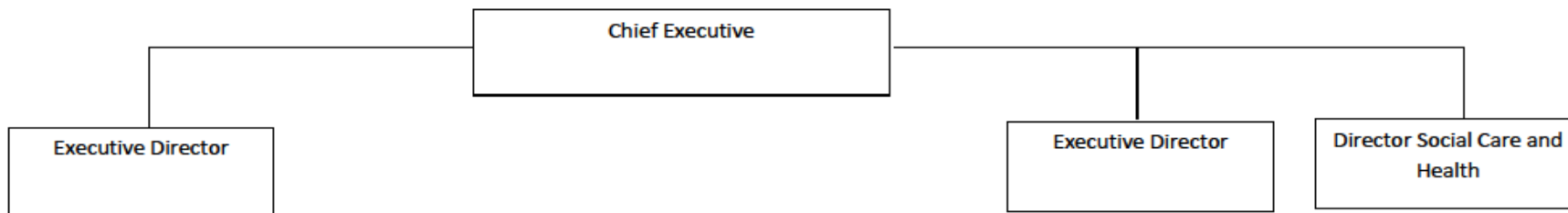
- 10.2. Heads of Service affected by these changes have been consulted in respect of these changes.

APPENDIX 1 CURRENT STRUCTURE



HEADS OF SERVICE

Health & Wellbeing	Communities	Schools & Families	Regulation & Compliance	Economic Growth and Housing	Commercial Development	Children's Social Care	Adult Social Care	Locality Services - Provision	Locality Services - Commissioned	Corporate Resources
Public Health Welfare Reform Integrated Wellness Service Leisure	Neighbourhoods VCF Libraries & Arts Parks Safer Stronger YOS	School Improvement Children's Centre SEN Early Years, Education Welfare Troubled Families Children with Disabilities Family Support Pathway	Env. Health Licensing Trading Standards Legal Parking Coroners Registrars Governance & Elections	Planning & Building Control Regeneration Housing Strategy Skills – Adult - IAG Tourism & Events FE 14 – 19 Invest Sefton Sefton@Work	MD Housing Company Commercial Income Generation Develop new income streams Commercial Strategy and delivery	Safeguarding Looked after Children Fostering & Adoptions	Day care Home care Residential Respite Carers Quality Safeguarding Assessments Direct payments	Refuse Cleansing School X P Security Service Building Cleaning Burials Catering	Highways Maintenance Waste Strategy Gritting Grounds Street Lighting Coast Strategic Transport	Finance ICT Personnel Assets



HEADS OF SERVICE											
	Health and Wellbeing	Communities	Education Excellent	Economic Growth and Housing	Highways & Public Protection	Locality Services	Children Social Care	Adult Social Care	Commercial Development	Corporate Resources	Strategic Support
Service Delivery Accountabilities	Public Health	Locality Bases	Education Strategy	Planning & Building Control	Highways Maintenance	Refuse	Safeguarding	Day care	MD Housing Company	Finance	Policy & Performance
	Welfare Reform	Libraries	Sufficiency	Regeneration	Strategic Transportation	Cleansing	Looked after Children	Home care	New & improved income streams	ICT	Communications
	Integrated Wellness Service	Leisure Centres	School attainment & Improvement	Housing Strategy	Street Lighting	School X P	Fostering & Adoption	Residential	Assets	Personnel	Framework for Change
		Children & Family Wellbeing	School traded services	Adult Skills & AIG	Waste Disposal	Security Service		Respite	Procurement	Internal Audit	Business Intelligence
		VCF	School Governing Body Support	Tourism & Events	Environmental health	Building Cleaning		Carers	Commercial Strategy and delivery	Legal	Commissioning Support
		Neighbourhoods	School Transport	FE 14 – 19	Licensing	Burials		Quality		Governance	
		SEN	Virtual Schools / Vulnerable Pupils	Invest Sefton	Trading Standards	Catering		Safeguarding		Elections	
		Early Years		Sefton@Work	Parking	Green Sefton		Assessments			
	Safer Stronger				Specialist Transport		Direct payments				

Number of FTE Posts = 15