

Report to:	Council	Date of Meeting:	23rd January 2020
Subject:	Senior Management Arrangements		
Report of:	Chief Executive Chief Personnel Officer	Wards Affected:	N/A
Cabinet Portfolio:	Corporate Resources/Chief Executive		
Is this a Key Decision:	Yes	Included in Forward Plan:	Yes
Exempt / Confidential Report:	No		

Summary:

The Council's Pay Policy provides that Full Council have an opportunity to vote on the proposed remuneration for any posts which have an annual salary of over £100,000.

Cabinet on 5th December 2019 approved changes in senior management within the Council which provide for the formation of a revised Senior Management structure reporting to the Chief Executive and certain and specific new posts.

As a result of those changes, remuneration over £100,000 for these new posts is recommended to be approved as detailed in this report.

Recommendation(s):

1. That Full Council approves the remuneration for the posts of Executive Director Adult Social Care and Health, Executive Director of Children's Social Care, and Executive Director of Corporate Resources and Customer Services, all to be at HAY 1 level.
2. That in accordance with the existing Pay Policy, that where required in terms of recruitment, the Chief Executive and Chief Personnel Officer be authorised to provide a market supplement to attract suitable candidates where necessary.

Reasons for the Recommendation(s):

As would be expected the demands and challenges faced by local government and Sefton MBC continue to increase and evolve, particularly in respect of Social Care, therefore it is essential that the senior management structure within the Council reflects this. These proposals also coincide with the recruitment of the new Chief Executive. As such this Senior Management Structure which will enable the delivery of the Core Purpose and Council objectives at both an operational and strategic level.

The new posts proposed have been through the recognised Job Evaluation process and this has determined the grade applicable. As a result, remuneration over £100,000 per

annum is provided for three Executive Director posts within the Authority and this will ensure that the Authority recruits and retains an appropriate calibre of individuals in respect of these key posts.

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

To not approve the level of remuneration would mean that the Authority could not implement the proposed structure. This in turn would mean that the ability of the council to deliver its core purpose and meet the increased demands, especially in respect of Social Care would be compromised. In addition, lower salaries would place the Council at risk of not attracting and recruiting appropriate individuals into appropriate key posts

What will it cost and how will it be financed?

(A) Revenue Costs

The increased costs of the substantive posts in this structure amount to £0.175m. It is proposed the cost associated with the Executive Director of Corporate Resources and Customer Services (£0.027m) be met from existing budgets, whilst the additional costs associated with the Executive Directors of Adult Social Care and Health and Children’s Social Care and Education (£0.149m) will be met from within the councils 2020/21 budget and will be funded through the additional resources allocated in the recent spending review.

(B) Capital Costs

There are no capital costs arising from these proposals

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets): Normal HR processes will be followed which will include appropriate consultation and the financial implications are as set out within the report
Legal Implications: Changes will be made in accordance with the Council’s constitution and processes.
Equality Implications: There are no equality implications.

Contribution to the Council’s Core Purpose:

Protect the most vulnerable: The structure will enable continuing close focus to protect the most vulnerable
Facilitate confident and resilient communities: The structure will provide for continuing good work in this respect to enable strategic

delivery
Commission, broker and provide core services: This aspect will be strengthened by the new management structure
Place – leadership and influencer: A focus will continue in Place leadership and influencing allowing the designation of a particular Strategic Director
Drivers of change and reform: The will be enhanced by the adoption of a strategic approach
Facilitate sustainable economic prosperity: This structure will enable close focus on this objective with a particular strategic lead
Greater income for social investment: This will be enhanced by the strategic changes
Cleaner Greener Along with other initiatives this will be strengthened by closer reporting ties

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Head of Corporate Resources (FD 5915/20) and Chief Legal & Democratic Officer (LD.4099/20) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

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

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Appendices:

There are no appendices to this report

Background

1. Cabinet, by virtue of a decision on 5th December, approved a new structure for the Authority at senior level.
2. As a result of the promotion of the Chief Executive from his post of Director of Social Care and Health, changes are necessary to ensure that the Council's core purpose and ongoing priorities are met. Members will be aware that local government continues to change at a pace and the strategic issues that this Council will need to address in order to meet these are ever increasing in both scale and complexity, particularly in respect of Social Care and Health.
3. As approved by Cabinet, a new Strategic Management Structure has been developed and there are some posts which following job evaluation now have salary levels over £100,000.
4. Alterations to posts are either as a result of changes to posts and/or the reforming of posts for the reasons as detailed within the Cabinet report of 5th December 2019.
5. As a result of Cabinet's decision, changes take place in relation to matters which are as follows:

Function of Executive Director Place and Executive Director People posts from two Executive Director posts

These 2 posts are to be formed on the existing terms and conditions of Executive Directors and it is intended that Executive Directors will become focussed upon either People or Place (after consultation) on their existing terms and conditions with a remit to continue without portfolio working as necessary.

Executive Director of Corporate Resources and Customer Services

This change takes place as a result of the deletion of the role of Head of Corporate Resources and a desire to place the roles encompassing Finance and Customer Services into a distinct strategic role.

Executive Director – Children's Social Care and Education

This post is newly formed and has taken place as a result of the promotion of the Chief Executive from his existing post and a desire to achieve a particular role for Children related services (Social Care and Education).

Executive Director – Adult Social Care and Health

This post is newly formed and has taken place as a result of the promotion of the Chief Executive from his existing former post and a desire to achieve a particular role for Adult and Health related services.

The Executive Director Posts for Children's Social Care and Education and Adult Social Care and Health, reflect the fact that these 2 services now take up a far larger part of the Councils Activity. In addition these both continue to be subject of

increased regulatory demands, changes to function within the council and increased engagement with partners, hence these proposals. The demands within these 2 services were recognised in the latest government spending round announced in September 2019 that identified the pressure within the services, the need for change and identified additional resources that will accordingly be made available to all councils, including Sefton from 2020/21. An element of this funding will be utilised to support these 2 posts and reflects the Executive function that will be required to support these services over the next 3-5 years.

6. The job descriptions and person specifications for each of the particular roles are attached and in respect of the particular duties for each role, these are as follows:

- **People** - this role will have key accountability for the delivery and strategic development within the Service area which would cover developing resilience in Sefton's communities through prevention and early intervention strategies, support to neighbourhoods, managing community assets and the development of initiatives involving the voluntary sector and partnerships. In addition oversight of universal direct services which enhance the Council's environmental offer and which are capable of generating income for the Council will be provided as will managing the Statutory provisions associated with Public Health, working to directly influence the commissioning of Health services to improve the health of Sefton residents.

- **Place** - this role will have key accountability for the delivery and strategic development within the Service area which would cover Highways and Public Protection, Economic Growth and Housing, Planning, and Commercial Development.

The postholder will therefore be responsible for direction of the Highway Infrastructure Services, Public Protection enforcement, monitoring and inspection services and licensing matters, Economic growth, Housing and Economy and Skills Service. The postholder will also lead Statutory Planning and Building Control initiatives to contribute to sustainable development and manage the Strategic Investment Strategy implementing major commercialisation projects

- **Corporate Resources and Customer Services** – this role will have key accountability and responsibility for the delivery and strategic development within the areas of Legal & Democratic Services, Strategic Support, ICT & Digital, Human Resources, Finance, (including the Section 151 officer), and Facilities Management. The postholder will be responsible for ensuring that the Council complies with legislation and manages regulatory risk associated with its internal activities and services, oversees the Council's Policy, Performance and Communication Systems through the development and delivery of corporate transformation projects, and strategic management of the co-ordination and delivery of high quality wide ranging and comprehensive Corporate Support Services.

- **Children's Social Care and Education** - this role will have key accountability and responsibility for the delivery and strategic development within the area of

Children's Social Care and Education. The postholder will be responsible for discharging the key duties of the statutory role of Director of Children's Services (Social Care and Education) providing expert strategic advice on statutory functions and professional practice in relation to vulnerable children. This will require collaborative working across the Council and beyond. The postholder will act in the capacity of the Authority's lead officer for Children's Social Care to ensure the strategic planning, design and delivery of that service and ensure agreed outcomes are met consistently, through the provision of universal and targeted services for children, young people and their families that will ensure children are safeguarded and welfare is promoted. The postholder will have a key role in promoting and maintaining Education.

The duties will encompass the development of the local Joint Strategic Needs Assessment (JSNA) and joint health and wellbeing strategy and overseeing the provision of the Schools Functions ensuring Education Excellence for the Borough.

- **Adult Social Care and Health** – this role will have key accountability and responsibility for the delivery and strategic development within the area of Adult Social Care and Health. The postholder will be responsible for discharging the key duties of the statutory role of Director of Adult Services providing strategic leadership to ensure vulnerable adults within the Borough are effectively protected from abuse and harm and to ensure the co-ordination of inter-agency working and the protection of the interests of people whose rights are restricted under the Mental Health Act 1983. The postholder will act in the capacity of the Authority's lead officer for Adult Social care providing strategic leadership to ensure vulnerable adults within the Borough are effectively protected from abuse and harm and to ensure the co-ordination of inter-agency working and ensuring the protection of the interests of people whose rights are restricted under the Mental Health Act ensuring all adults are safeguarded. The postholder will manage a range of operational and specialist service teams covering assessment of need, direct payment services, quality assurance, safeguarding and the commissioning of Day Care, Home Care, Residential, Respite and Carers Services activities.

7. The Council is also continuing to utilise additional temporary capacity. In June 2018 an additional Executive Director was appointed on a temporary basis to support a range of strategic programmes. The Executive Director has successfully led on a number of very high profile and challenging strategic projects, including being the Councils Brexit lead, Borough of Culture and has been involved in a range of Combined Authority matters. Since then the Combined Authority have indicated that they would be willing to provide some revenue funding to support strategic programmes and alongside the Brexit funding which Government made available it is proposed that this post is extended as an Executive Director (HAY 1) for a further 12 months until February 2021.

8. In terms of salaries for the newly created posts, following job evaluation it is proposed to offer a spot salary of HAY 1 which is currently £116,742. It is considered that the operation of spot grades at this level provides clarity in terms of pay costs, consistency and equality across in terms of senior roles. It is

recognised that on some occasions, as with all posts within the Authority, there may be a need for an application of market supplement, however, this would be a matter which would be discussed at each Employment Procedure Committee for each post as necessary.

9. The HAY 1 grading profile defines that roles as a specialist in the field, having wide experience and authoritative command of operations and functions together with a breadth of vision gained from extensive leadership and operating at a level which determines the direction that the Authority takes. In addition, the roles will influence the development of major policies, establishing need, set priorities and formulate objectives for Heads of Service to implement. It is considered that the Executive Director's role is critical to the achievement of the Authorities objectives.
10. The proposed salary has been analysed against comparator information, although it must be appreciated that it is difficult to compare and contrast given the wealth of job titles used and the differences in the functions and responsibilities aligned with other Authorities structures.
11. For comparison purposes at Appendix A, details are provided for other relevant North West Council salaries (along with some other recently advertised posts in other Authorities) for the posts of Section 151 officer, Director of Children's and Director of Adults positions in addition to the salaries offered in recent adverts for similar posts

APPENDIX A.

SALARY COMPARISONS

Section 151 Officer

<u>Job Title</u>	<u>Organisation Name</u>	<u>Council</u>	<u>Salary Banding £K</u>	<u>Population Circa</u>
Director of Finance & Customer Services	Blackburn with Darwen Borough Council	Unitary	91 - 97	148,942
Director of Resources	Blackpool Council	Unitary	100 - 105	142,100
Director of Corporate Resources	Bolton Council	Metropolitan Borough	106 - 132	285,400
Executive Director Band	Knowsley Council	Metropolitan Borough	106 - 116	147,251
Director of Finance	Oldham Council	Metropolitan Borough	90 - 95	235,623
Director Band	Rochdale MBC	Metropolitan Borough	100 - 128	220,001
Strategic Director of Corporate Services	St Helens Council	Metropolitan Borough	109 - 116	180,049
Director - Resources (Deputy Chief Executive)	Wigan Council	Metropolitan Borough	140 - 155	326,088
Director of Finance & Investment	Wirral Council	Metropolitan Borough	115	323,235

Statutory Director of Children's Services (DCS)

<u>Job Title</u>	<u>Organisation Name</u>	<u>Organisation Type</u>	<u>Salary Banding £K</u>	<u>Population Circa</u>
Director of Children's Services (DCS)	Blackburn with Darwen Borough Council	Unitary	*91 - 97	148,942
Director of Children's Services	Blackpool Council	Unitary	95 - 100	142,100
Director of Children's Services	Halton Borough Council	Unitary	95	128,432
Executive Director Band	Knowsley Council	Metropolitan Borough	106 - 116	147,251
Director Band	Rochdale MBC	Metropolitan Borough	100 - 128	220,001
Director – Pay Band	Wigan Council	Metropolitan Borough	102 - 125	326,088
Corporate Director for Children Services	Wirral Council	Metropolitan Borough	150	323,235

* Other Allowances payable in addition

Statutory Director of Adult Social Services (DASS)

<u>Job Title</u>	<u>Organisation Name</u>	<u>Council</u>	<u>Salary Banding £K</u>	<u>Population Circa</u>
Director of Adults & Prevention (DASS)	Blackburn with Darwen Borough Council	Unitary	*91 – 97	148,942
Director of Adult Services	Blackpool Council	Unitary	95 – 100	142,100
Executive Director Band	Knowsley Council	Metropolitan Borough	106 – 116	147,251
Executive Director - Adult Services and Health & Wellbeing	Lancashire County Council	County	134	1,210,053
MD Community Services & Adult Social Care DASS	Oldham Council	Metropolitan Borough	100 – 105	235,623
Director Band	Rochdale MBC	Metropolitan Borough	100 – 128	220,001

* Other Allowances payable in addition

Sefton's Population – 275,000

Recent Recruitment Advertisements

			<u>Population Circa</u>
Barnsley Council	Executive Director Children's Services	£125K	245,199
	Executive Director Core Services	£125K	
Cheshire West & Chester	Director of Adult Social Care and Health	£98K	340,502
Newport Council	Strategic Director People	£104K - £113K	148,776
Nottingham City Council	Corporate Director for People	£148K	325,210
Reading Council	Director of Children's Services, Education and Early Help	£135K	339,408
St. Helen's Council	Strategic Director of Place Services	£119K	180,049
Lewisham	Executive Director Children & Young People	£150K	275,000

11. Given the comparison and overall need to recruit, it is recommended that Council approve the salary levels over £100,000 and give authority where necessary to each EPC under the Council's approved Pay Policy.