

Southend-on-Sea Borough Council

Agenda
Item No.

13

Report of Chief Executive

To

Cabinet

On

15 June 2021

Report prepared by: Alison Griffin, Chief Executive

Senior Management Arrangements

Policy and Resources Scrutiny Committee

Cabinet Member: Leader

Part 1 (Public agenda item) with the exception of Appendix C (confidential and not for publication by virtue of paragraphs 1, 2 and 4 of part 1 of schedule 12A to the Local Government Act 1972)

1. Purpose of Report

This report sets out proposals for a reconfigured corporate management team structure.

The Covid-19 pandemic and two upcoming retirements within the Corporate Management Team has given us the opportunity to review this team structure and proposes streamlining some of the corporate services overseen by the Executive Directors. This will create efficiencies and savings within the Senior Management structure but will continue to ensure the delivery of our 2050 ambition and continued recovery.

2. Recommendations

1. That the reconfigured corporate management structure to reduce by one Executive Director from September 2021 and the associated annual saving from April 2022 be noted.
2. That the current Executive Director roles for Legal and Democratic Services and Transformation be deleted and one new Executive Director role (Strategy, Change and Governance) be created.
3. That the outcome of the HR procedures for individual officers are noted and agreed as detailed in Appendix C (Confidential)
4. To note the funding of the one-off payment detailed in Appendix C (Confidential).

5. That the services currently underneath the Executive Director roles for Legal and Democratic services, Transformation and Finance and Resources be realigned to the new post of Executive Director (Strategy, Change and Governance) and Executive Director (Finance and Resources), as set out in Appendix B.
6. That external recruitment is arranged for the vacant Executive Director (Strategy, Change and Governance) post and interim arrangements are put in place whilst the recruitment process is undertaken.
7. The revised Senior Leadership team posts be noted.
8. That the Chief Executive, in consultation with the Leader, be authorised to make further adjustments to the corporate management structure following relevant HR processes.

3. Background and new arrangements

The corporate management structure was reorganised following a cabinet report in July 2019.

The landscape has shifted significantly since then and gives us the opportunity to review how we work and deliver our services going forward and the ability to adapt to ensure we continue to support our 2050 ambition and the recovery required for the organisation following the covid pandemic.

The Council's senior officer structures need to be flexible so that resource and skill flows to where the work and system demands. As a result the structure of corporate management will need to adapt in an iterative way if strong leadership is to be demonstrated, positive change driven, innovation and commercialisation is encouraged, outcomes delivered with partners and risks managed appropriately. Designing the structure so it can adapt in an iterative way is also advantageous in that it makes it more resilient when officers move on.

Appendix A shows the current functions for the Executive Directors (Enabling Services) and Appendix B is the new structure resulting from the deletion of one Executive Director post. It should also be noted that Resilience (Emergency Planning and Business Continuity Planning) will move to the Deputy Chief Executive and Executive Director, Growth and Housing, and Registration Services to the Executive Director, Neighbourhoods and Environment.

The Senior Leadership Group also needs to be strengthened in some key areas. Therefore the current role of Assistant Director, Legal Services, will be regraded to Director of Legal Services and the Head of Corporate Finance will be regraded to Director of Financial Services (retaining the Deputy Section 151 Officer role).

The function of Monitoring Officer will move to the Head of Governance Services.

There has been a temporary Director role within Adult Services and this post will now be filled on a permanent basis and titled Director of Adult Services, Operations. This is needed to strengthen the capacity in Adult Social Care as a consequence of Covid-19 and supporting the adults' improvement journey.

In addition, there will be the creation of a new Director role under the Executive Director, Neighbourhoods and Environment entitled the Director of Highways Operations. This role will enable a dedicated resource to focus on the here and now with various Highways and Parking service needs. The current permanent role of Director of Planning will be deleted to fund the new Director of Highways Operations role. Separately an interim two year role for Director of Strategic Planning will be required. This will be necessary to support the delivery of the Local Plan, major strategic regeneration projects and to support the strategic programmes established through ASELA including the delivery of housing and infrastructure.

The Appointments and Disciplinary Committee will be considering the appointment of Andrew Lewis (Deputy Chief Executive and Executive Director, Growth and Housing) as Acting Interim Chief Executive at their meeting on 29 June 2021 where they will also be agreeing the shortlist for the permanent Chief Executive post.

It is important to note that the above changes will not affect the grading structure of the senior management group which will remain as agreed by Council and confirmed in the annual pay policy statement in February 2021.

4. Other Options

No changes are made to the current corporate management arrangements. The risk in this option is that the two Executive Director roles identified continue as currently aligned and do not allow for flexibility to effectively deliver our ambition and meet the changing demands and opportunities that have arisen as a result of the pandemic. The opportunity to make efficiencies and savings will be lost.

The Senior Leadership team would also not be strengthened to support the realigned Executive Director functions and would not enable the flexibility and capacity needed to deliver our ambition.

No changes to the current structure will prevent the potential annual financial savings being achieved from April 2022.

5. Reasons for Recommendations

The recommendations enable the proposals and rationale for the proposals set out in the report to be implemented. The recommendations will ensure, provided the Council is successful in recruitment, to deliver Councillors' priorities and manage corporate services more effectively and efficiently.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Ambition and Road Map

6.2 Financial Implications

1. The permanent reduction of one Executive Director post in the Corporate Management Team will deliver an annual full year saving of circa £150,000 including oncosts and this will feature as a saving as part of the Council's budget setting process for 2022/23.
2. There will be an additional annual payment of £7,500 to be paid to the Head of Governance Services to cover the Monitoring Officer duties and this cost will be offset against the above saving of the Executive Director post.
3. The recruitment to the various permanent and interim posts will be through our corporate recruitment provider and the associated costs arising from the various recruitment and the cost of the interim roles will be funded initially through the 2021/22 in year savings from the Executive Director posts that are being deleted. If there are any additional costs then these will be met by the Business Transformation Reserve.
4. The financial position in respect of the two current Executive Director roles being deleted is set out in Appendix C.
5. The costs of changing some roles to a Director level will be met by the resultant deletion of the former titled posts and the small additional cost for each post moving to a Director level will be met from within the existing budget of the relevant service area. For the new post of Director of Highways Operations this will be funded by transferring the equivalent budget from the deleted permanent post of Director of Planning.
6. The cost of the two year Director of Strategic Planning role will be met through the current Strategic Plan budget and other associated capital schemes.

6.3 Legal Implications

Employment law requires consultation with the officers affected by these proposals. The Officer Employment procedure Rules in Part 4h of the Constitution (which incorporate the provisions of the Local Authorities (Standing Orders) Regulations 2001 and 2015) require the appointment of Chief Officers to be dealt with by the Appointments & Disciplinary Committee.

6.4 People Implications

As detailed there will be a change in role for two Executive Director roles and Assistant Director, Legal and Head of Corporate Finance and these will be considered through the HR processes in consultation with the individuals in line with Council policies. Recruitment of the new Executive Director and Director posts will commence. HR processes will take place for the internal Director roles.

6.5 Property Implications

None

6.6 Consultation

Initial conversations have taken place with those staff directly affected by these proposals and the senior leadership group of the Council has been briefed.

6.7 Equalities and Diversity Implications

The Council's HR policies that will be used to drive the implementation of these proposals have been subject to a full Equalities analysis.

6.8 Risk Assessment

The new structure of the Corporate Management Team still provides for the relevant statutory roles and the necessary separation of duties to avoid conflicts of interest. The structure is also of sufficient size and resilience to manage and lead the organisation through Covid-19 recovery and to deliver on the Southend 2050 ambition and associated outcomes.

7. Background Papers

None

8. Appendices

Appendix A – Current Executive Director Structure (Enabling Services)
Appendix B – New Executive Director Structure (Enabling Services)
Appendix C – Confidential (Part 2)