

MEETING:	EMPLOYMENT PANEL
MEETING DATE:	23 JULY 2013
TITLE OF REPORT:	NEW DIRECTORATE STRUCTURE
REPORT BY:	ASSISTANT DIRECTOR PEOPLE, POLICY AND PARTNERSHIPS

1. Classification

Open

2. Key Decision

This is not an executive decision

3. Wards Affected

County-wide

4. Purpose

To inform the Employment Panel of planned changes to the structure of services, along with two director appointments and one interim director appointment.

Because the two new director roles are adapted from existing roles which the two existing directors have the automatic right to claim, these appointments are automatic and are not therefore seen as falling within the remit of the Employment Panel. The third temporary director role will be filled by an existing interim employee, and as such this role and appointment do not fall within the Employment Panel remit. However, as both the structural changes and new roles are seen as significant, this information report is being brought to the Employment Panel for the avoidance of doubt and to ensure clarity of understanding of these planned changes

5. Recommendation(s)

THAT: the planned appointments into re-structured services as detailed be noted.

6. Key Points Summary

6.1 Overview

The planned re-organisation of services requires the re-appointment of two existing directors into new roles, and the appointment of an existing interim employee into a

temporary director role.

Appendix 1 outlines the planned new directorates of the Council, showing both new Director/ temporary Director and AD roles, along with re-located existing roles. This report summarises the rationale and context for these proposed changes.

The proposed implementation date for these changes is 1 August 2013.

6.2 New Directorates and Specific Senior Appointments

New Directorates and Services

From 1 August the re-arrangement of directorates and services are proposed to be:

- Adults' Well-Being Directorate
- Children's Well-Being Directorate
- Communities and Corporate Directorate
- Public Health Team
- Organisational Development Team

Specific Senior Appointments into New Roles

The specific appointments into new roles are:

- Interim Director, Adults' Well-Being: Helen Coombes
- Director, Children's Well-Being: Jo Davidson
- Director, Economy, Communities and Corporate: Geoff Hughes
- AD, Commissioning Adults Wellbeing & Independent Living: Richard Gabb
- Programme AD, Organisational Development: Jenny Lewis

6.3 Key Points

- The Council is addressing an unprecedented cut in direct grant of £53 million in the 5 years to 2015/16. It needs a robust, experienced, motivated and lean management team to take the Council through major change.
- Performance within People's Services has been a major concern.
- People's Services currently combines Adults Services, Children's Services and since April 2013, Public Health – collectively accounting for just over 50% of all Council expenditure.
- Children's Safeguarding services are currently graded as 'inadequate' by Ofsted.
- Long-term under-performance in Adults' services is compounded by a long-term problem of annual spend in excess of budget.
- There is a need to progress radical change in the delivery of Adult Services through much closer integration with Health, Housing, along with more effective commissioning.
- There is an important agenda for change in the Council's relationship with our communities: this will include working with communities to transfer to them new levels of ownership of services and of physical sites. This requires

aligning our property/ site management with our communities' services.

In the era of major reductions to funding, our focus must be upon delivering good front-line services, led/supported by good management with minimum management layers, and with as streamlined as possible good business support and corporate functions. . This recognises that the principle aim of the Council is to deliver good services, not to have good business and corporate support functions: the latter need to be good but now need to be re-shaped within our reduced means. For these reasons, this planned re-structuring eliminates 'Corporate Services' as a separate directorate.

7. Alternative Options

7.1 There are no alternative proposals. In the last 2 months, substantial discussion has taken place principally with the directors and those effected at assistant director level, to ensure that all appropriate options are considered. These consultations have led to the current proposals.

8. Reasons for Recommendations

- 8.1
- There is a priority need for the Council to operate within its budgetary limitations, to manage its services effectively and to reflect the priorities of the Council.
 - Under the current organisational structure, People's Services, in a single directorate accounts for the highest Council expenditure (over 50% and rising), and faces the most challenged performance and the most challenging changes ahead.
 - Separating Adults and Children's Services is an essential step to place the necessary focus that will allow the challenges within those services to be addressed.
 - There are important opportunities available through integration of the functions of 'Housing' with 'Adults' Well-Being': the over-lap with actual individual families and residents is very strong, and the need to strategically re-shape our residential care services ties in effectively with existing skills in our Housing teams.
 - Currently Corporate Services is 1 of 3 directorates, led by the role of Deputy Chief Executive – indicating that in a 'hierarchy of services', Corporate Services may be seen as pre-dominant. This would be quite wrong, and we need to reflect the position that corporate and business services are important but that our Council's priority is the delivery of good front-line services.
 - There is a need to place sufficient focus behind organisational change and development.
 - There is a need to establish Public Health effectively in the organization.

These proposals reflect those reasons for change.

9. Introduction and Background

9.1 The Council is aligning its services to meet the priorities of both delivering good and consistent front-line services, and also delivering the transformation of those services

9.2 The Council must transform to survive and to ensure that it can effectively deliver key services well, with £53 million less funding in the 5 year period to 2015/16 – and by at least a further 10% reduction in the following year. This is an enormous

challenge, and it is important that we are well-organised to meet this challenge effectively.

9.3 The Chief Executive has considered a range of options, whilst making it clear that no organisational changes would be brought forward unless they were necessary. He has decided to recommend these changes at an early stage, as it is important that lose no time in aligning services as recommended to deliver the necessary outcomes.

9.4 In considering the possible options for the way forward, the Chief Executive has identified experience, continuity, fitness-for-purpose and motivation as essential for the recommended appointments. The recommended structure of services is believed to be the best way of addressing each services requirements within a stream-lined whole organisation.

10. Key Considerations

10.1 Consultation with individuals directly affected has taken place along with consideration of ideas from the wider senior team.

10.2 Group Leaders will have been informed of the proposed appointments and new structure prior to the Employment Panel meeting.

10.3 The Chief Executive is scheduling meetings with staff across the Council, to explain the rationale and benefits of these changes.

10.4 It is anticipated that directors will need to make further changes to roles across the organisation to continue to realign resources in line with the points outlined in this paper.

11. Community Impact

11.1 These directorate and services changes are intended to ensure that the Council's directorates and services are well-placed to delivery services effectively across all communities, and also to meet the challenges imposed by financial reductions which, without change, would be more likely to result in less effective service delivery in future.

12. Equality and Human Rights

12.1 The recommendations in this report take full account of this legislation.

13. Financial Implications

13.1 Overall, the cost reduction of the senior management team in 2013/14 as a result of these planned changes will total £186,000.

13.2 The role of Deputy Chief Executive lapses and will not be replaced.

13.3 There is a reduction in salary to the role of Director, Children's Well-Being. There are no other salary changes associated with the proposed structure.

13.4 There are no planned redundancies associated with this report.

14. Legal Implications

14.1 There are no legal implications directly presented by the recommendations.

15. Risk Management

- 15.1 Consideration has been given to the risks of implementing these changes, and are seen as manageable. It is important to note that there is significant risk in not restructuring our services, as outlined in 6.3 and 8.0 above.

16. Consultees

- 16.1 All directly affected appointees have been consulted.

17. Appendices

- 17.1 Appendix 1, showing the new organisation of directorates and changes to existing services.

18. Background Papers

- 18.1 None identified.