

# Adjustments to Organisational Structure

**Special Committee**

**Date: 24 February 2014**

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Author:	Chief Executive
Wards:	All
Locality Affected:	All
Parishes Affected:	All

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## **1. Purpose and Reasons**

- 1.1 To seek Special Committee's endorsement, on behalf of the Council, to changes to the Tier 1 and 2 structure and accountabilities within it, including continuing the development work on the proposal to create a One Swindon multi-agency Transformation Hub.
- 1.2 The Council or its Special Committee is required to approve changes to the Council's management structure which is set out in Part 7 of the Council's Constitution.

## **2. Recommendations**

The Special Committee is recommended, on behalf of the Council, to:

- 2.1 Approves the changes in accountabilities and, where appropriate, structure for the Chief Executive, Board Directors and Tier 2 posts as referred to in paragraphs 3.4 to 3.12 of the report, including the deletion of the existing Head of Public Protection and Streetsmart post.
- 2.2 Authorise that, following formal consultation with affected staff where required, the Chief Executive implement the revised, interim structure as soon as practicable.
- 2.3 Authorises the Director of Law and Democratic Services to amend the Council's Constitution accordingly.
- 2.4 Note the move towards more multi-agency ways of working referred to in the report, including exploration of a collaborative and impactful approach to volunteering, and approve the Council's participation in the development and implementation of a One Swindon Transformation Hub as described in paragraphs 3.13 to 3.14 of this report.

## **3. Detail**

- 3.1 The existing management structure was approved by Special Committee on 10 December 2012. This structure chart is shown at Appendix 1.
- 3.2 The reasons for requesting these changes are to:

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- 3.2.1 Increase the capacity and improve line of sight on safeguarding issues for the Board Director Commissioning (DCS/DASS) in line with the latest guidance from Ofsted
- 3.2.2 Reflect the re-integration of front-line and support services formerly provided by Swindon Commercial Services Limited (SCS) and in so doing improve the Borough's Streetsmart capability and capacity and recognise our management responsibilities for the physical state of the Waterside depot.
- 3.2.3 Heighten organisational capacity on growing the economy and town centre regeneration
- 3.2.4 Develop further our focus on the transformation of services for vulnerable people
- 3.2.5 Further advance the One Swindon objective to maximise the benefits for taxpayers, by further aligning partner investment in service transformation, particularly in areas of mutual interest.
- 3.3 An interim, proposed revised structure chart is shown at Appendix 2. This summarises the immediate, proposed changes outlined in paragraphs 3.4 to 3.12 below.
- 3.4 Increasingly Swindon Borough Council is working with other organisations/bodies to achieve good outcomes for Swindon. Positive movement around the One Swindon agenda means that SBC needs to ensure its governance arrangements continue to be fit for purpose and enable SBC to appropriately reflect the democratic mandate in our decision making. It is therefore proposed that the Director of Law and Democratic Services reports directly to the Chief Executive. This role will also become a formal member of Corporate Board.
- 3.5 With a key priority for the Council being to grow Swindon's economy through business expansion, retention and further inward investment, and recognising the growing importance of the Local Enterprise Partnership in this, it is proposed that the post of Head of Commissioning – Economy and Attainment report directly to the Chief Executive with a specific focus on this agenda. This role will be renamed as Head of Growing Economy and Skills. In addition, it is proposed that the Head of Property Assets role reports into this position, recognising the key role that the Council's property and land holdings can play in promoting development.
- 3.6 The post of Head of Children and Families, reporting to the Board Director Commissioning (DCS/DASS) to be renamed Head of Children's Social Care, Community Health and Family Services in order to reflect the responsibilities on the provision of community health services that it already holds.

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- 3.7 A new post of Head of Education Services to be created, reporting to the Board Director Commissioning (DCS/DASS). This role will have accountability for strategy, planning and policy development in relation to education matters, managing the Council's relationship with schools overall and will take the role of the lead education officer supporting the Schools Forum and representing the DCS. This role will also be accountable for ensuring we deliver the new SEND reforms which require Education, Health & Care Plans for 0-25 year olds, commencing from September 2014.
- 3.8 That the Board Director Service Delivery takes on permanent responsibility as Managing Director of SCS.
- 3.9 A new role of Head of Delivery Assets to be created. This role will be accountable for ensuring that the Council has a consistent approach to managing and maintaining the wide range of infrastructure assets it holds, within identified service needs. The posts of Head of Highways and Transport, Head of Housing Property and Head of Design and Architecture will report directly to this position. These three roles will retain their current responsibilities plus the relevant service delivery responsibilities formerly undertaken by SCS.
- 3.10 The existing post of Head of Public Protection and Streetsmart be deleted and its accountabilities be split between a new post of Head of Streetsmart and the existing posts of Head of Housing Services, Director of Public Health and Head of Planning. This proposal and the details below have already been consulted on with staff and the unions and so, if agreed by Special Committee, can be implemented with immediate effect.
  - 3.10.1 The Head of Planning to take on responsibility for regulatory services and be renamed Head of Planning and Regulatory Services.
  - 3.10.2 The Director of Public Health to take on responsibility for environmental services and civil protection.
  - 3.10.3 The Head of Housing Services to transfer from Service Delivery and report directly to the Board Director Commissioning (DCS/DASS) and the accountabilities be broadened to include community safety. To be renamed Head of Housing Management and Community Safety.
  - 3.10.4 A new post of Head of Streetsmart, reporting to the Board Director Service Delivery, to be responsible for both the strategic service planning and operational delivery aspects of streetsmart services.
- 3.11 The Head of Commercial Services, currently reporting to the Board Director Commissioning, to report to the Board Director Resources and the Head of Revenues and Benefits to report in to this post.

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- 3.12 The Head of Communications and Insight, currently reporting to the Chief Executive, to report to the Board Director Resources.

## **Multi-Agency Work**

- 3.13 Public Sector organisations nationally are clear that the public sector operating model of the future needs to look radically different in order to continue delivering sustainable services. Within that context the One Swindon Board has been focusing on how public sector partners within Swindon can work more collaborative on areas of service that touch more than one agency.
- 3.14 Building on the emerging strength of the One Swindon Partnership, an “in principle” agreement has been reached to integrate the transformation approach between the Council, Clinical Commissioning Group (CCG), Wiltshire Police and Fire and Rescue Service for areas of complex change, particularly around Adults, within a multi-agency Transformation Hub, hosted by the Council. This will be funded initially using Government grant. Once established, the intent is that partner organisations will cashflow specific work intended to deliver future years’ savings, meaning that the Hub will become self-sustaining. The Special Committee is asked to endorse the Council’s participation in the further development of the Transformation Hub

## **Localities**

- 3.15 An increasing focus for the localities team is on supporting the drive to reduce demand, by promoting and supporting citizen and community involvement and increasing volunteering. There are opportunities to coordinate this activity better both within SBC and with our One Swindon Partners (particularly CCG and Police) who also see active citizen engagement as key areas for development in their strategies. There is an opportunity to better align our respective approaches to volunteering and develop a joint model that is both more impactful and cost effective. This will be explored and a proposal developed for consideration by Members, which in turn may have an impact on the current organisational diagram.
- 3.16 This, and any material, proposed changes to SBC’s management structure as a result of consultation with affected staff on the proposals in this paper, will be brought back to a future meeting of the Special Committee.

## **Stronger Together**

- 3.17 Stronger Together has now become the way of working for the Council and is not, it itself, a programme of work. Accountability for its delivery is held by the Chief Executive and Corporate Board. How it is delivered is translated through the contributions of various senior roles across the Council. On this basis and with the focus for localities as outlined in 3.15 above, the Stronger Together

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Programme Director and Head of Localities role will be renamed Head of Localities, Community Involvement and Volunteering.

## 4. Alternative Options

- 4.1 The Council could determine not to change its Management Structure or to establish a Transformation Hub. However, it is believed the proposals in the report are the most appropriate to enable the delivery of Stronger Together and the Council's aims under One Swindon.

## 5. Implications, Diversity Impact Assessment and Risk Management

### Financial and Procurement Implications

- 5.1 The proposals set out within this report can be contained within the proposed Budget for 2014-15. A specific cost pressure was included for the new Education role and other post changes are funded within the changes from the reintegration of services formerly managed by SCS that contribute to the net £2m savings proposal included in the proposed Budget. In overall terms, there has been a net reduction in management costs as part of the reintegration exercise of around £700k.

### Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with convention rights.

### All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 No other specific implications were identified in the preparation of this report.

### Links to One Swindon, Strategic Objectives, Plans and Policies

- 5.4 Having an effective Organisational structure is crucial to the successful delivery of One Swindon and the Council's strategic objectives.

### Diversity Impact Assessment

- 5.5 It was not considered necessary to undertake a full Diversity Impact Assessment in respect of this report as it does not impact directly on services provided. Equality and diversity implications have been considered in the development of this report.

### Risk Management

- 5.6 No specific, unmitigated risks were identified in the preparation of this report.

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Further information on the subject of this report can be obtained from Nicola Houwayek, Head of People & Development, 07824 550456, [nhouwayek@swindon.gov.uk](mailto:nhouwayek@swindon.gov.uk).

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## **6. Consultees**

- 6.1 The Board Director Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

## **7. Background Papers**

- 7.1 None

## **8. Appendices**

Appendix 1 –Current SBC Management Structure

Appendix 2 – Proposed, interim SBC Management Structure