

Adjustments to Organisational Structure

Special Committee

Date: 21st October 2014

Author: Chief Executive

Wards: All

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1. To seek Special Committee's endorsement, on behalf of the Council, to changes to the management structure and accountabilities.
- 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. Approve the changes in accountabilities and structure for Board Directors and other senior posts as referred to in paragraphs 3.15 to 3.17 of the report;
- 2.2. Authorise that, following formal consultation with affected staff where required, the Chief Executive take the necessary steps to implement the revised senior management structure as soon as practicable, noting that detailed structures will be developed by the responsible Board Director and Head of Service;
- 2.3. Authorise the Director of Law and Democratic Services to amend the Council's Constitution accordingly;
- 2.4. Note that, for the reasons detailed in paragraph 3.4 of the report, the implementation of a One Swindon Transformation Hub, while still remaining an ambition, will not be progressed for the time being.

3. Detail

- 3.1. The Council's existing, interim management structure was approved by Special Committee on 24 February 2014 (Minute 20, 2013/14 refers) and subsequently amended by Special Committee on 15 September 2014 (Minute 6 refers). This structure chart is shown at Appendix 1.
- 3.2. The scale of change to the Council's support service functions over the past 12 months has been significant. Around 300 staff have transferred to the Council from Swindon Commercial Services Ltd and Capita PLC across a variety of functions including Customer Services, HR and Finance Admin and Business Support. This alone necessitates changes to senior management

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accountabilities across support services to ensure that roles are manageable and sustainable.

3.3. In this context, a fundamental review of overall support service arrangements has been undertaken over the past few months, led by the Board Director Resources, that has also identified and responded to the following drivers of change:

- The need to determine the on-going approach to the Council's Transformation activities, within a One Swindon context;
- Recognition of the need to re-invigorate implementation of parts of the Stronger Together vision, most particularly the use of quantitative and qualitative data, intelligence and insight to inform engagement with residents and local communities;
- Revised arrangements for Corporate Board meetings, with an increased focus on whole-organisation performance and longer-term planning;
- Removal of some duplication in accountability across support service functions, combined with and simplification of support services structures.

Transformation

3.4. In February 2014, the Special Committee was informed that an "in principle" agreement had been reached to integrate the transformation approach of key One Swindon partners. The Council, Clinical Commissioning Group (CCG), Wiltshire Police and Fire and Rescue Service had agreed to work together on areas of complex change, particularly around Adults, within a multi-agency Transformation Hub, hosted by the Council. Special Committee endorsed the Council's participation in the further development of the Transformation Hub (Minute 20(4), 2013/14 refers).

3.5. Since then, there has been significant turbulence due to illness in the senior leadership of both the CCG and Wiltshire Police. In addition, the Fire and Rescue Service is considering its future as a stand-alone organisation and is currently consulting on a possible merger with the Service in Dorset. In this context, further development of the One Swindon Transformation agenda has not been possible at a strategic level.

3.6. Work is continuing on a number of agreed joint projects as part of the Public Sector Transformation Network initiative, from which all organisations involved will be able to learn about joint working arrangements. This experience will help when, as envisaged at a future point, the conditions across the One Swindon partnership will once again be right to pursue a cross-organisation approach to Transformation.

3.7. In the meantime, it is imperative that the Council builds on the positive momentum it has gained on its own Transformational Change Programmes

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that are playing a key role in the response to the increasing demand and funding challenges that all local authorities are facing. In order to do so, it is proposed that the skills and resources to facilitate this work are positioned in the Finance and Strategic Programmes function, which already has responsibility for overseeing the change programmes.

Data, Performance and Engagement

- 3.8. In July 2011 the Council agreed to commit to working in a significantly different way – “Stronger Together” (Council Minute 20 2011/12 refers). Our hypothesis was that, while it would not resolve all the challenges the organisation was set to face in the future, over time it would better enable the Council to manage demand and support Councillors in making informed choices about how best to allocate resources. It was envisaged that the Council would increasingly work from the “outside-in”, and thereby change the way the organisation works, informed by local priorities, insight and understanding.
- 3.9. It was recognised at the time that the move to such an approach would inevitably be a lengthy and challenging transition and that a number of conditions would need to be met over time for the Stronger Together model to deliver its intended benefits:
- *“Clear, shared goals which are collectively owned by the leadership team;*
 - *An approach to resource management that includes an increasing use of matrix management and pooled resources that can move across the organisation to meet peaks in demand;*
 - *Strong governance supported by enabling processes that facilitate timely progress;*
 - *Clearer accountability, strong performance management, trust and collaboration.”*
- 3.10. Since 2011, progress has been made across a number of areas as envisaged in Stronger Together. Examples include devolving some budgets and decision making to a local level, mitigating some of the demand pressures, most notably in Adult Social Care, and increasingly taking a strategic commissioning approach to decision making, such as in relation to Leisure facilities and the Capita contract.
- 3.11. Corporate Board has, however, recognised that more impetus is required in a number of specific areas to increase the pace at which the Stronger Together intent is being delivered. Areas of particular importance in this regard are development of robust and consistent performance management systems, processes and culture, the compilation and communication of data and intelligence to inform decision making and resident engagement, and a need

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to take a more structured approach to developing strategic options for the organisation that reflect but are not solely driven by the financial context.

- 3.12. Consideration has been given to whether improvements to these areas could be made through simply redistributing tasks across existing support services leads and clarifying accountabilities. It has been concluded, however, that the option that best addresses the range of issues identified is the creation of a new post, Head of Performance, People and Engagement, to lead a function drawing together and maximising the synergies between the following existing functional areas;
- Business Services Support (Corporate Performance part)
 - Communications and Insight
 - People and Development
 - Strategy and Research
- 3.13. The detailed structure of the proposed new function has yet to be fully defined and it is expected that this would be completed by the individual appointed to the post, should it be approved. Initial thinking is that it would include a People (HR) function, led by a suitably qualified HR professional, a team covering Corporate Performance, Business Planning and Risk Management and another bringing Communications, Research and Intelligence expertise.
- 3.14. Under this proposal, a key relationship would be that between the Heads of Performance, People and Engagement and Finance and Strategic Programmes. Working together, they would be key advisors to Corporate Board and Members on measuring progress being made towards achievement of organisation priorities, ways to best secure these based on data and insight and the optimum deployment of resources in support of medium-term goals, including delivery of the Stronger Together intent.

Proposed Organisation Structure and Ways of Working

- 3.15. The proposed new organisation structure is shown as Appendix 2. Changes in accountabilities for support services leads from the current structure are summarised in the table below.

Function	Change
Law and Democratic Services	As currently plus takes responsibility for Revenues and Benefits, previously part of Commercial Services, and Post and Logistics, previously provided by Capita. Reports to Chief Executive.

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Business Services Support	Now titled Customer and Business Services. Takes responsibility for Customer Services, Business Support, Health and Safety plus the transactional elements of HR and Finance Admin including Payroll. Corporate Performance moves to Performance, People and Engagement. IT client management and parts of internal IT services moves to Information and Technology. Reports to Board Director Resources (previously Board Director Delivery).
IT Strategy	Now titled Information and Technology. Takes responsibility for direct delivery of some internal IT services, professional lead for all IT services, client management, information governance and security. Reports to Board Director Resources.
Finance and Strategic Programmes	Takes responsibility for all Finance and Procurement services, change resources, methodologies and leadership. Reports to Board Director Resources.
Commercial Services	Merged into other functions, mainly Finance and Strategic Programmes
Strategy and Research	Largely becomes part of Performance, People and Engagement. Reports to Head of Performance, People and Engagement, previously Board Director Commissioning (see paragraph 3.17 below).
People and Development	Becomes part of Performance, People and Engagement. Reports to Head of Performance, People and Engagement, previously Board Director Resources.

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Communications and Insight	Becomes part of Performance, People and Engagement. Reports to Head of Performance, People and Engagement, previously Board Director Resources. Includes Design and Print services previously provided by Capita.
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- 3.16. The proposed structure simplifies current support services arrangements and will introduce clear accountabilities across the different functions. There is, however, a clear recognition that the functions will need to work closely together, recognising their inter-dependence. Bringing all but Law and Democratic Services (due to the need for a close, shared relationship with Members between the Monitoring Officer and Chief Executive) under the Board Director Resources is intended to assist in providing a consistent aim and vision for all support services.
- 3.17. A consequence of the above proposals is the removal of dedicated support for commissioning and partnership (primarily One Swindon) development to the Board Director Commissioning. A new post of Head of Partnerships and Strategic Commissioning Lead is therefore proposed to report into the Board Director Commissioning, to ensure that a resource is retained to support this important work.
- 3.18. A minor change to the proposed structure is to amend the role title of Head of Economy and Skills by adding "Property Development". This reflects the changed reporting line for the Head of Property Assets, signalled in the February 2014 report to Special Committee.

Next Steps

- 3.19. Subject to Special Committee's approval of the proposal, consultation with staff affected will start in the latter part of the week commencing 20 October 2014. This will predominantly be focussed on the proposed new function of Performance, People and Engagement, given the relatively low amount of change to other functional areas.
- 3.20. Should the proposal be confirmed at the end of the consultation period, it is intended that the position of Head of Performance, People and Engagement would be advertised both internally and externally. This will ensure that the successful applicant, whether from the Council (SBC) or an external organisation, is the best person available to fulfil this role, which is key to the success of Stronger Together.
- 3.21. Subject to no significant change to the proposal being made as a result of the consultation, it is recommended that the Chief Executive be authorised to

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implement the changes to the structure as soon as practicable and that the Director of Law and Democratic Services make the necessary changes to the Council's Constitution and in particular to its "Scheme of Delegations".

4. Alternative Options

- 4.1. Special Committee could choose not to approve the proposed changes to the management structure. However, Corporate Board has considered the proposal in detail and considers that it is the most appropriate response to the current strategic context and will best enable the Council to deliver the Stronger Together vision and its on-going aims under One Swindon.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1. There are no specific financial implications arising from this proposal as the funding available for support services overall is determined through the wider budget process, which is targeting reductions of £3m from the reshaping and re-integration of services from Capita PLC.

Legal and Human Rights Implications

- 5.2. All 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. Should Special Committee approve the proposals in this report, staff consultation will be undertaken with individuals potentially affected in accordance with the Council's standard policy and procedures. Feedback from the consultation will be taken into account before the proposals are finalised and implemented.

Diversity Impact Assessment (DIA)

- 5.4. A Diversity Impact Assessment (DIA) has not been done as this report does not make any new recommendations that would have a detrimental impact on services.

Risk Management

- 5.5. The risks and opportunities associated with the proposed changes to the organisation structure have been assessed and considered in reaching the recommendations.

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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 on all reports. The views of the Lead Members whose portfolios include support services have been sought and taken into account in development of the proposals.

7. Background Papers and Appendices

Appendix 1 – Current SBC Management Structure

Appendix 2 – Proposed SBC Management Structure