

Adjustment to Stronger Together Organisational Structure

Special Committee

Date: 31st October 2011

Author: Leader of the Council and Chief Executive

Parish / Wards Affected: All

Purpose

- To seek Special Committee's endorsement, on behalf of the Council, to changes to the Stronger Together Tier 1 and Tier 2 structure as outlined in the Council report of 21 July 2011 as a consequence of recommendations made in respect of Tier 1 appointments by the Appointments Sub Committee on 29th September 2011.

Recommendations

That the Special Committee, on behalf of the Council:-

- (1) Approves the changes to the Stronger Together Tier 1 and Tier 2 structure as referred to in paragraphs 2.5 to 2.12 of the report and as recommended by the Chief Officers Appointments Sub-Committee on 29th September 2011. The revised structure to be implemented by 1 April 2012.
- (2) Notes and endorses the appointments made by Chief Officers Appointments Sub-Committee on 29th September 2011.
- (3) Authorises the Director of Law and Democratic Services to amend the Council's Constitution accordingly.

1. Reasons

- 1.1. 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. Detail

- 2.1. The full proposal for the Council to work in a significantly different way, supported by a new organisational model (Stronger Together) was considered and approved by the Council on 21 July 2011.
- 2.2. As part of that approval, Council agreed:
 - The organisational model detailed in the joint report, that would enable an ongoing reduction of £1.2m in management costs by April 2013;
 - Authority for the Chief Executive to restructure the organisation on the basis of the principles set out in the joint report, with implementation to

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commence following the appointment to Tier 1 posts, with a view to the new management structure being fully operational by 1 April 2012.

- 2.3. The Tier 1 posts, as outlined in the Council report of 21st July 2011 and attached as Appendix 1, were advertised within the organisation. All applicants for Tier 1 posts were shortlisted for interview and the interviews took place throughout the week commencing 26 September 2011.
- 2.4. Following the interviews, the Chief Officers Appointments Sub-Committee met on 29th September 2011 to appoint to the new Tier 1 structure. Members of the Sub-Committee were Councillors Roderick Bluh (Chair), Garry Perkins, David Renard, Fionuala Foley, Jim Grant and Des Moffatt.
- 2.5. The Appointments Sub-Committee approved the following appointments to the advertised posts:
 - Board Director Service Delivery – Mr Bernie Brannan
 - Board Director Commissioning – Mr John Gilbert
 - Board Director Finance, Revenues, Benefits and Property – Mr Stuart McKellar
 - Programme Director Stronger Together – Mr Patrick Weir.
- 2.6. The Sub-Committee agreed to recommend that no appointment was to be made to the advertised post of Board Director Localities, People and Innovation.
- 2.7. Throughout the consultation and appointments process the Council has been clear that localities should sit at the heart of everything it does. During the selection process, members of the panel agreed that there was a requirement to significantly raise the profile of the localities agenda and to introduce a specific senior level focus for this area to increase the pace of change.
- 2.8. The Panel therefore made the recommendation to create a separate Board Director role for the localities function to ensure a dedicated 'localities voice' as part of all board discussions and to be accountable for driving progress in this area. It was also agreed that there are a number of major strategic projects that will require board representation. As a result of this, the proposal from the Sub-Committee was that the Board Director Localities, People and Innovation role should be deleted and two new roles should be created, these being:
 - Board Director Localities, and
 - Board Director Transformation and Strategic Projects.

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- 2.9. The Special Committee is asked to endorse the proposed revised Tier 1 structure, as set out in Appendix 2.
- 2.10. In recognition that this would create additional capacity at Tier 1 to drive organisational change, specifically around the localities agenda, it was agreed to recommend to the Chief Executive that the Head of Change and Learning role be deleted from the Tier 2 structure. The responsibilities of this role would be incorporated partly into the newly created Board Director Localities and partly into the Head of People Tier 2 role.
- 2.11. There is no specific statutory or constitutional requirement to advertise jobs that will be appointed exclusively from amongst existing officers of the Council and it was agreed not to advertise the new roles. Members felt that the skills and experience required for these roles had been demonstrated by candidates through the selection process for the original role of Board Director Localities, People and Innovation. The Appointments Sub-Committee interviewed four potential candidates for the post of Board Director Localities and Transformation and it was agreed that the appointments should be made from this pool of candidates.
- 2.12. Based on the skills and experience demonstrated by these candidates, the recommendation from the Sub-Committee was that the following candidates should be appointed:
- Board Director Localities – Mr Matt Gott
 - Board Director Transformation & Strategic Projects – Mr Hitesh Patel.
- 2.13. All staff have been informed of the proposed structure but no formal complaint or representation has been made to the Council from anyone stating that they would have applied for either of the posts if advertised.

3. Alternative Options

- 3.1. The Council could determine not to change its Management Structure and to seek to appoint by way of a further recruitment exercise to the original structure approved by the Council in July 2011. However, it is believed the proposal in the report is the most appropriate to enable the delivery of Stronger Together and the Council's aims under One Swindon.

Risk Management

Financial Implications

- It is not possible at this stage to provide a definitive picture on the financial implications of this decision as updated evaluations have not yet been completed on the posts affected by the changes, as detailed in the body of the report, and the Tier 2 posts have not yet been formally appointed to. The cost of creating a new

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Board Director role will be partly mitigated by the deletion of the Head of Change and Learning role. Further cost mitigations will be considered as part of the process of appointing to the other Tier 2 posts, in order to ensure that we remain on track to deliver £1.2m savings in management costs by April 2013.

Legal / Human Rights Implications

- 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.

Other Implications

- Equality and diversity implications have been considered in the development of this report. The Stronger Together report to Council on 21st July 2011 confirmed that diversity impact assessments will be carried out for the different work streams that will make up the programme of change.
- The following areas will feature strongly in the implementation:
 - Understanding how communities of interest can be involved within a locality focus
 - Improving the knowledge and understanding we have of the way people currently use our services and how that will change over time.
 - Ensuring we have a fair and transparent process in relation to all workforce changes
 - Where significant service changes are implemented appropriate consultation with will take place with relevant equality groups

Links to Corporate Plans and Policies

- These proposals directly contribute to the Corporate Plan theme – Transforming the Organisation.

Consultees

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

Background Papers and Appendices

- Appendix 1 – Structure approved by Council on 21st July 2011
- Appendix 2 – Proposed Tier 1 structure