

## Organisational Design – Senior Management Arrangements

### Briefing Report



## 1. Introduction

A paper was presented to Council on 29 January 2018, which provided an appraisal of the local government and public service landscape. Council approved some changes to the senior management structure to ensure Plymouth City Council was in a position to meet these challenges and requirements.

The key changes at the time were:

1. Creation of the post of a Director of Children's Services to work across both Plymouth and Torbay Councils.
2. Strategic Director for People to be a joint post with NEW Devon Clinical Commissioning Group (CCG).
3. Creating the post of Strategic Director for Customer and Corporate Services to replace the post of Strategic Director for Transformation and Change.
4. Creating the post of Service Director for Community Connections to replace the Head of Community Connections.

An update on progress on these proposals was provided to Council in November 2018 and a small number of further changes made, including moving Legal Services to report to the Assistant Chief Executive and the Service Director for Finance reporting to the Chief Executive.

The Chief Officer structure of the Council continues to evolve as operational and other demands arise. For example, following a review of the contractual arrangement with Torbay Council in respect of Children's Services, each authority now retains their own Director of Children's Services. In addition, whilst a close relationship exists with Devon CCG, plans for a joint Strategic Director post have not progressed. There have been a number of informal discussions about this, however given further changes in the wider health arena, having a discrete Strategic Director at Plymouth City Council provides appropriate strategic capacity for the health and social care landscape.

## 2. Current position

It is important that the Council's corporate management team continues to be aligned to the key drivers for change. Many of our key drivers remain as outlined in the 2018 report:

- Managing our financial challenges and transforming the way we work
- Promoting democratic engagement and the role of Councillors
- The delivery of the Plymouth Plan and Corporate Plan
- An ambitious growth agenda
- Performing at our best – strong and effective service performance
- Changing expectations from residents – citizen focus and customer experience.

In addition there are some new drivers:-

1. Climate emergency – the Council has declared a climate emergency and has developed a plan to move towards being carbon neutral by 2030.
2. Digital, IT and Data are critical support services to the organisation, our customers and partners. As a Council there are opportunities to exploit new technologies such as 5G and 1GB full fibre so they can support the development of a "Smart City".

Members will also be aware that the Service Director for Finance has announced his retirement and will be leaving the Council on 3 May 2020.

This provides a timely opportunity to consider the organisational structure and a small number of changes are therefore proposed. A planned and phased approach to implementing this change has been used. This has included engaging and consulting with affected Chief Officers and other employees, Members, Trade Union colleagues and stakeholders as appropriate in line with established policies and legal requirements.

### **3. Proposals**

#### **3.1 Customer and Corporate Services Directorate**

The Directorate currently consists of Human Resources and Organisational Development, Customer Services and Transformation departments.

##### **Finance**

From 4 May 2020 it is proposed that the Service Director for Finance reports to the Strategic Director for Customer and Corporate Services for day to day line management purposes. The role will retain a clear “dotted line” to the Chief Executive, reflecting CIPFA guidance relating to the statutory accountabilities and responsibilities of the Section 151 Officer. This ensures that the role, which remains a full member of the Corporate Management Team, has a direct route to the Chief Executive and to Council on strategic finance responsibilities enabling the post holder to exercise his/her statutory duties.

An interim will be sought to ensure that the organisation has the required resource in place pending appointment to the permanent role.

This move will bring activities relating to Finance (including Procurement), Hard and Soft Facilities Management, and Strategic Capital Projects within the Directorate.

It is always good practice to review vacancies as they arise and having done this, the responsibilities of the Service Director for Finance role have been updated.

##### **Facilities (Hard & Soft FM) & Strategic Capital Projects**

Hard and Soft FM currently report to the Service Director for Finance. It is proposed that the Service Manager and Facilities Manager roles report to the Service Director for HR & OD, who is also responsible for the Corporate Health & Safety Team and is the Senior Responsible Officer (SRO) for Workforce Modernisation as part of “The Way we Work” Programme.

It is also important that the current close working arrangement between Strategic Capital Projects and Hard FM is maintained, therefore the manager of the Strategic Capital Projects team will also report to the Service Director for HR & OD. Bringing these departments closer together will ensure there is consistency and continuity of service delivery and allow better alignment of services that impact on the health, safety and wellbeing of employees and workers, particularly around their working conditions.

##### **Digital, IT & Data Services/Service Modernisation and Programme Delivery**

Products such as Alexa, Telehealth and other AI (Artificial Intelligence) solutions have the capability to assist in the delivery of Council services so having innovation capability will be important to drive business efficiency.

Our current data management arrangements are scattered across the organisation often only forming a small part of an employee’s role. To enable us to turn complex data into business intelligence will ensure the Council benefits from better decision making.

As part of the Council’s wider ambitions and modernisation agenda there is an immediate requirement to ensure that our service improvements and savings plans are managed and benefits realised. This will ensure financial sustainability and appropriate levels of services to our communities are met. A consistent set of standards and cross cutting approach to change is important to any organisation.

In respect of both these key transformation drivers, management continue to consider how requirements best translate into a more formal organisational structure which works with and complements the preferred operating model and ambitions in this area. Members will receive further detail and an update in a report to Full Council in Autumn 2020.

### **3.2 Office of the Director of Public Health (ODPH)**

This Directorate forms part of the wider People Federation, with the People and Children's Services Directorates. This ensures opportunities to better align resources to strategic priorities are identified and deployed in the most efficient way.

#### **Sport**

The Director of Public Health became the strategic lead for sport in 2019, because of the strong alignment of sport and physical activity to Thrive Plymouth. As well as public health, there are two functions which strongly contribute to this agenda within the Federated Directorate; the Sports Development Unit (currently sited in Community Connections), and Sport and Leisure Commissioning (currently sited in Strategic Commissioning). It is proposed that these functions should move to ODPH from 1 April 2020.

#### **Public Protection**

Public Protection Services are arranged as part of multi-disciplinary teams with public health specialists within ODPH. Following a period of engagement and review of the activities undertaken it has become clear that there might be better ways of working to ensure that Public Health specialists, including the Director of Public Health, have more of a focus on strategic Public Health rather than operational issues.

It is therefore proposed that the operational teams for Environment Health (Food & Safety), Environmental Health (Environmental Enforcement) and Licensing will move under the Community Connections department from the 1<sup>st</sup> April 2020, with other teams reviewed at a later date. By remaining part of the Federated People Directorate, the strong focus on protecting public health will be maintained.

Close working will continue with teams within the Place Directorate. This ensures links to the wider clean environment agenda receive a strong focus on keeping Plymouth clean and tidy.

### **3.3 People Directorate**

The Strategic Director for People leads a federation consisting of the People Directorate, Public Health and Children's Services. The changes brought about by the ODPH realignment above, the recent insourcing of the Independence at Home Reablement service and ongoing changes across the backdrop of health and social care will lead to a review of the People senior management structure and functions. This will include a review of the Integrated Commissioning arrangements with Devon CCG. Members will receive further detail in a report to Full Council in Autumn 2020.

## **4. COUNCIL PROCEDURE**

Initial consultation on these proposals has taken place. Subject to Council agreeing this approach, further individual consultation will take place with directly affected Chief Officers and other post holders to ensure they are fully informed of the proposed next steps and have the opportunity to raise any further comments or questions. Trade union colleagues will also be updated. Support and advice continues to be available to those potentially affected and this includes access to the Employee Assistance Programme.

The Chief Officer Appointments Panel will be established to consider any further responses from the consultation carried out in respect of these proposals as they relate to Chief Officers. Any other roles will be consulted on by management representatives in line with existing arrangements relating to those on NJC terms and conditions. Other processes, for example those relating to recruitment and selection, will also be undertaken in line with existing arrangements.

## 5. FINANCIAL INFORMATION

Chief Officer and other salaries are accounted for within the budget agreed by Council in February 2020. New role profiles and wider pay bands were introduced for Chief Officers with effect from 1 October 2019. Where roles have changed there will be consideration of whether or not this impacts on the pay rate with referral to an independent job evaluation process if required. No changes will be made to current salaries without reference to the Chief Officer Appointments Panel.

## 6. PROPOSED TIMETABLE

Autumn 2020	<b>COUNCIL MEETING</b> <ul style="list-style-type: none"> <li>• <b>Organisational Design Report – update.</b></li> </ul>
1 June 2020	<ul style="list-style-type: none"> <li>• Some Public Protection Service teams move to Community Connections Department</li> <li>• Sport/Leisure posts move to Office of Director of Public Health</li> </ul>
8 May 2020	<ul style="list-style-type: none"> <li>• VE Day Bank Holiday</li> </ul>
7 May 2020	<ul style="list-style-type: none"> <li>• Elections</li> </ul>
4 May 2020	<ul style="list-style-type: none"> <li>• Finance Department moves to Customer and Corporate Services Directorate</li> <li>• Hard, Soft FM and Strategic Capital Projects move to Human Resources and Organisational Design department.</li> </ul>
13 April 2020	<ul style="list-style-type: none"> <li>• Easter Monday</li> </ul>
10 April 2020	<ul style="list-style-type: none"> <li>• Good Friday</li> </ul>
27 March 2020	<b>CHIEF OFFICER APPOINTMENTS PANEL</b> <ul style="list-style-type: none"> <li>• Start of Purdah</li> </ul>
16 March 2020	<b>COUNCIL MEETING</b>
24 February 2020	<b>COUNCIL MEETING</b>
From 3 February 2020 to 25 February 2020	<ul style="list-style-type: none"> <li>• Engagement and consultation on proposals commences with Chief Officers.</li> <li>• New role profiles drafted and individual consultation on content of these begins.</li> </ul>

Please note that recruitment to the Service Director Finance role on an interim and permanent basis will run concurrent to above timeline.

## 7. STATUTORY ROLES

APPENDIX A and B provide details of statutory roles and updated functions for information.

**APPENDIX A Updated Summary Responsibility Areas**

<b>PUBLIC HEALTH DIRECTORATE</b>	
<p>The Director of Public Health has the following responsibility areas:</p> <p>Public Health</p> <ul style="list-style-type: none"> <li>• Civil Protection</li> <li>• Trading Standards</li> <li>• Cemeteries and Crematoria</li> <li>• Health Inequalities</li> <li>• Sports Development</li> <li>• Leisure Contract</li> </ul>	<p><b>Federated with</b></p> <ul style="list-style-type: none"> <li>• People (leads on Federation)</li> <li>• Children's Services</li> </ul> <p><b>Cross cutting lead for CMT for:</b></p> <ul style="list-style-type: none"> <li>• Sport</li> </ul>
<b>PEOPLE DIRECTORATE</b>	
<p>Strategic Director of People. Focussed on developing the integrated Place based commissioning structure.</p> <p><u>Responsibility areas (departments):</u></p> <ul style="list-style-type: none"> <li>• Integrated Commissioning</li> <li>• Community Connections</li> </ul>	<p><b>Federation lead for: –</b></p> <ul style="list-style-type: none"> <li>• People/Children's Services/Public Health</li> </ul> <p><b>Cross cutting lead for CMT for:</b></p> <ul style="list-style-type: none"> <li>• Self Help</li> <li>• Community Engagement</li> </ul>
<b>INTEGRATED COMMISSIONING</b>	<b>COMMUNITY CONNECTIONS</b>
<p>This post leads on:</p> <ul style="list-style-type: none"> <li>• Integrated Commissioning for PCC, NEW Devon CCG and other parties</li> <li>• Development of the Local Delivery Partnership for Plymouth Strategic Commissioning &amp; Contracting</li> <li>• Statutory Functions of Adult Social Care and retained in-house function</li> <li>• In-house provision for respite and learning disability services</li> <li>• Allocation, monitoring and commissioning of Integrated Fund</li> </ul>	<p>This post leads on:</p> <ul style="list-style-type: none"> <li>• Police and Fire Services day to day relationships</li> <li>• Housing Improvement</li> <li>• Asylum Seekers &amp; Refugees</li> <li>• Homelessness</li> <li>• Accommodation</li> <li>• Safer Communities</li> <li>• Gypsy &amp; Travellers</li> <li>• Universal Youth Work</li> <li>• Environment Protection and Monitoring (excluding contaminated land)</li> <li>• Food Safety and Standards</li> <li>• Safety, Health and Licensing</li> <li>• Regulation and Enforcement</li> </ul>
<b>CHILDREN'S SERVICES DIRECTORATE</b>	
<p>The Director of Children's Services leads on the following areas:</p> <p><u>Responsibility Areas:</u></p> <ul style="list-style-type: none"> <li>• Children, Young People &amp; Families</li> <li>• Education, Participation &amp; Skills</li> </ul>	<p><b>Federated with</b></p> <ul style="list-style-type: none"> <li>• People (leads Federation)</li> <li>• Public Health</li> </ul>
<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>	<b>EDUCATION, PARTICIPATION &amp; SKILLS</b>
<p>This post leads on:</p> <ul style="list-style-type: none"> <li>• Children's safeguarding</li> <li>• 16+ service and transitions</li> <li>• Children in care and Care Leavers</li> <li>• Permanency and placements</li> <li>• Advice and assessment</li> </ul>	<p>This post leads on:</p> <ul style="list-style-type: none"> <li>• School Improvement</li> <li>• School Organisation &amp; Admissions</li> <li>• Early Years Team</li> <li>• Governor Services</li> <li>• PACLS</li> </ul>

<ul style="list-style-type: none"> <li>• Children in the community</li> <li>• Out of hours</li> <li>• Family support/Troubled Families</li> <li>• Targeted Youth Support</li> </ul>	<ul style="list-style-type: none"> <li>• SEND</li> <li>• Integrated locality service</li> <li>• Educational Psychology</li> <li>• School Transport</li> <li>• Education Catering</li> <li>• Alternative complementary education</li> <li>• Centre for Young Parents</li> <li>• CHIDS</li> <li>• Skills</li> <li>• Schools Sports Partnership.</li> </ul>	
<b>PLACE DIRECTORATE</b>		
<p>Strategic Director of Place has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Strategic Planning &amp; Infrastructure</li> <li>• Economic Development</li> <li>• Street Services</li> </ul>	<p><b><u>Cross cutting CMT lead:</u></b></p> <ul style="list-style-type: none"> <li>• Inclusive Growth</li> <li>• Environment and Sustainability</li> </ul>	
<b>STRATEGIC PLANNING &amp; INFRASTRUCTURE</b>	<b>ECONOMIC DEVELOPMENT</b>	<b>STREET SERVICES</b>
<ul style="list-style-type: none"> <li>• Development Management and Planning</li> <li>• Building Control</li> <li>• Joint Local Plan</li> <li>• Environmental Planning</li> <li>• Housing Delivery &amp; Empty Homes</li> <li>• Strategic Transport, Infrastructure and Investment Planning</li> <li>• Capital &amp; Strategic Growth Programme Management</li> <li>• Strategic Waste &amp; Minerals Planning</li> <li>• Engineering Design</li> <li>• Local Flood Authority</li> <li>• Green Infrastructure</li> </ul> <p><b>Cross Cutting lead: Plymouth Plan</b></p>	<ul style="list-style-type: none"> <li>• Inward Investment</li> <li>• Business Engagement</li> <li>• Destination Plymouth</li> <li>• Plymouth Science Park</li> <li>• Museum, Arts/Culture incl. The Box</li> <li>• Events and Tourist Information</li> <li>• Mayflower 2020</li> <li>• Land &amp; Property</li> <li>• Strategic Development Projects</li> <li>• Enterprise Zone</li> <li>• Mount Edgcombe</li> <li>• Asset Investment Fund/ Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>• Plymouth Highways Management</li> <li>• SWH Contract Management</li> <li>• Fleet &amp; Garage</li> <li>• Winter Maintenance</li> <li>• Road Safety</li> <li>• Gullies</li> <li>• Street Lighting</li> <li>• Parking &amp; Marine</li> <li>• Street Scene and Waste Services</li> <li>• Household Recycling Centres</li> <li>• Parks/Green Space Maintenance</li> <li>• Trees</li> </ul>
<b>CUSTOMER AND CORPORATE SERVICES</b>		
<p>Strategic Director for Customer &amp; Corporate has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Customer Services and Service Centre</li> <li>• Lead on Transformation and ICT</li> <li>• Human Resources and Organisational Development</li> <li>• Information Governance and Statutory Complaints</li> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• <b><u>Federated lead for:</u></b></li> <li>• Customer &amp; Corporate, Finance and Executive Office.</li> <li>• <b><u>Cross cutting: CMT lead:</u></b></li> <li>• Customer Experience</li> <li>• Senior Information Risk Owner (SIRO)</li> <li>• Commercial approach to ASDVs including: <ul style="list-style-type: none"> <li>• Shareholder Responsibility</li> <li>• Social Value</li> </ul> </li> </ul>	
<b>CUSTOMER SERVICES &amp; SERVICE CENTRE</b>	<b>HR &amp; OD</b>	
<ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Registration Services</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Relations</li> <li>• Organisational Development</li> </ul>	

<ul style="list-style-type: none"> <li>• Revenues and Benefits</li> <li>• Transaction Centre</li> <li>• Counter Services</li> <li>• Contact Centre, First Stop and Reception</li> <li>• Corporate Complaints</li> <li>• Library services (including schools library)</li> <li>• Land charges</li> <li>• Coroner</li> </ul>	<ul style="list-style-type: none"> <li>• Health, Safety &amp; Wellbeing</li> <li>• HR &amp; OD policies and plans</li> <li>• Payroll and Pensions</li> <li>• Recruitment</li> <li>• Facilities Management</li> <li>• Carbon Management (Council)</li> <li>• Capital Projects Delivery</li> <li>• Corporate landlord</li> <li>• Operational Asset Management</li> </ul>
<b>FINANCE</b>	
<p>The Service Director has a direct link to the CEX in line with CIPFA guidance</p> <p>Finance including:</p> <ul style="list-style-type: none"> <li>• Procurement and contract management</li> <li>• Internal audit and counter fraud</li> <li>• Insurance and claims handling</li> <li>• Treasury management &amp; banking</li> <li>• Capital programme finance</li> <li>• MTFP and budget monitoring</li> <li>• Statutory financial reporting</li> <li>• Tax</li> </ul>	
<b>EXECUTIVE OFFICE</b>	
<p>The Assistant Chief Executive has the following areas of responsibility:</p> <ul style="list-style-type: none"> <li>• Governance and oversight, including Democratic &amp; member support,</li> <li>• Risk &amp; performance management</li> <li>• Policy &amp; intelligence</li> <li>• Regional partnerships</li> <li>• Public &amp; partner relations including communications and marketing</li> <li>• Electoral &amp; registration services, including land &amp; property data management</li> <li>• Legal services including Monitoring Officer role</li> </ul>	<p><b><u>Federated with:</u></b></p> <ul style="list-style-type: none"> <li>• Customer &amp; Corporate</li> </ul> <p><b><u>Cross-cutting CMT lead:</u></b></p> <ul style="list-style-type: none"> <li>• Equalities, anti-poverty strategy</li> <li>• Relationships with Community &amp; Voluntary sector</li> </ul>

**APPENDIX B****Statutory Roles**

<b>Role</b>	<b>March 2020</b>
<b>Head of Paid Service <a href="#">LGHA 1989, s 4</a></b>	Chief Executive
<b>Director of Children's Services <a href="#">Children Act 2004, s 18</a></b>	Director Children's Services
<b>Director of Public Health; and <a href="#">National Health Service Act 2006, s 73A(1)</a></b>	Director of Public Health
<b>Director of Adult Social Services <a href="#">Local Authority Social Services Act 1970, s 6(A1)</a></b>	Strategic Director of People
<b>Monitoring Officer <a href="#">LGHA 1989, s 5</a></b>	Head of Legal Services
<b>Chief Finance Officer <a href="#">LGA 1972, s 151</a></b>	Service Director for Finance

There are a number of other statutory officer roles that a local authority must have in place - these are not chief officer posts by virtue of the legislation - they are often referred to as Proper Officers.

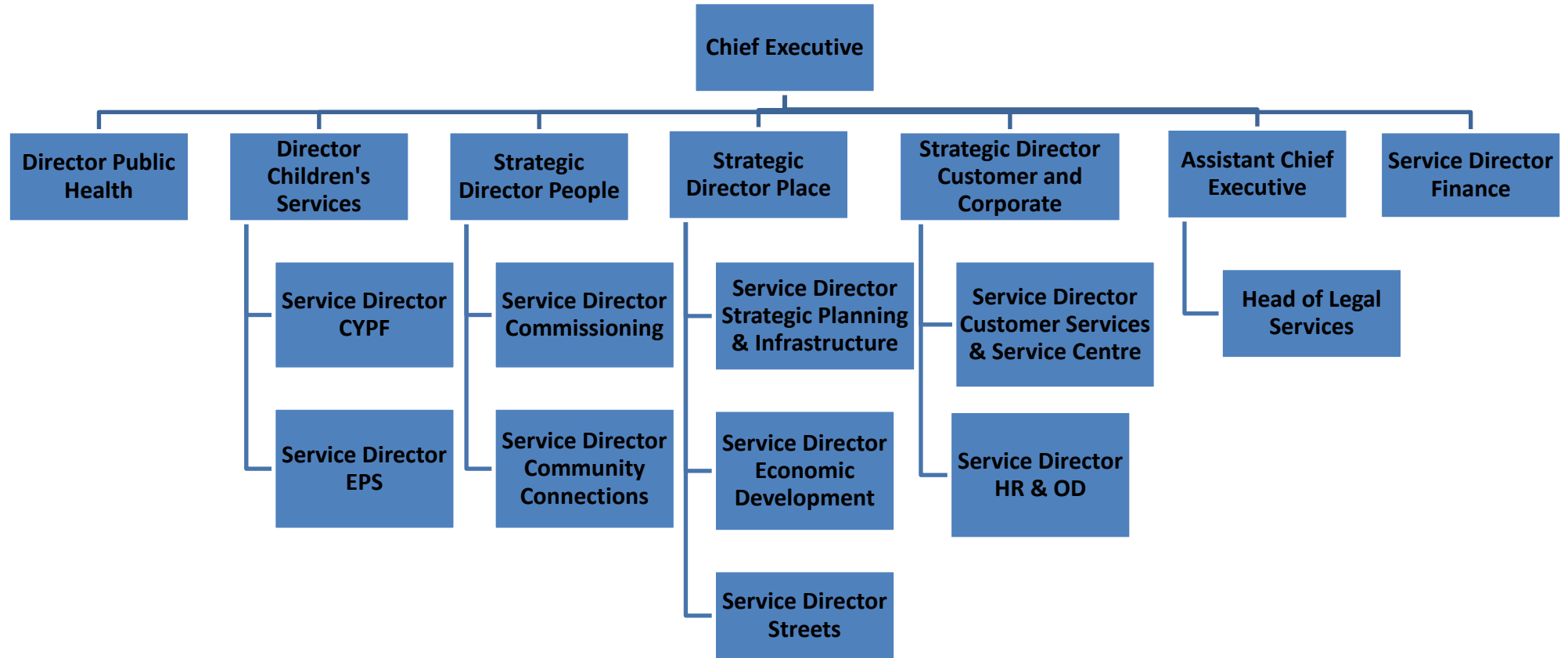
<b>Role</b>	<b>March 2020</b>
<b>Deputy Monitoring Officer</b>	Assistant Head of Legal Services
<b>Deputy Section 151 Officer</b>	Head of Finance
<b>Chief Education Officer</b>	Director Children's Services
<b>Senior Information Risk Owner (SIRO)</b>	Strategic Director for Customer & Corporate Services

Council's will also have a returning officer and an Electoral Registration Officer.

<b>Role</b>	<b>March 2020</b>
<b>Returning Officer</b>	Chief Executive
<b>Electoral Registration Officer</b>	Head of Electoral Services



**Appendix C Current structure**



**Appendix D Proposed structure**

