

PLYMOUTH CITY COUNCIL

Subject: Changes to the Senior Management Structure
Committee: City Council
Date: 22 June 2015
Cabinet Member: Councillor Evans
CMT Member: Tracey Lee (Chief Executive and Head of Paid Service)
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Key Decision: No
Part: I

Purpose of the report:

This report sets out proposals for changes within the Senior Management Team (SMT) following a period of significant organisational change. These proposals have been considered and recommended by the Appointments Panel, and are now subject to approval by Council.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The proposed changes to the senior management roles will provide greater clarity to roles and responsibilities and more accurately meet the needs of the organisation following a number of significant changes to the organisation structure.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land:

The proposals will see a reduction in Chief Officer positions within the Council and will reduce the associated salary costs at this level by circa £160k per annum. The overall net financial impact, with the creation of a new non-Chief officer post, is a reduction in salary costs of circa £94k per annum. It should be noted that as the non-Chief officer role is likely to attract a market factor supplement, these savings will be reduced dependent on any agreed supplement.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

None identified.

Equality and Diversity:

No implications.

Recommendations and Reasons for recommended action:

It is recommended that:

1. Council approves the proposals for changes to the Senior Management Team as outlined in the report.
2. The Council's constitution is amended to reflect the changes to the senior management team structure

Alternative options considered and rejected:

None.

Published work / information:

Appointment Panel meetings held on 17 April 2015 and 5 June 2015

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Appointment Panel reports, 17 April and 5 June 2015.		x		x	x					

Sign off:

Fin	djn l 516. 14	Leg	lt/23 199/ 1206 15	Mon Off	DVS 2319 9	HR	MF- HRI 2.06. 2015	Assets		IT		Strat Proc	
Originating SMT Member: n/a													
Has the Cabinet Member(s) agreed the content of the report? Yes													

I Introduction

1.1 The Council last undertook a major restructure of its senior management team in September 2013, with subsequent changes to the structure being submitted to Council in March 2014 (with the establishment of the post of Director for Public Health as part of a distinct Public Health Directorate) and in November 2014 (when changes in the People Directorate were made).

1.2 Further changes are now being proposed in the Directorates for People and Transformation and Change as set out below.

1.3 As Head of Paid Service, the Chief Executive is required to report to Council on the Chief Officer structure of the Council.

1.4 The current senior management structure comprises of the following roles:

Assistant Directors (9)
Head of Portfolio Office (1)
Head of Business & Technical Architecture (1)
Head of Legal Services (1)

1.5 The proposed structure comprises the following roles:

Assistant Directors (9)
Head of Transformation Programme (1)
Head of Legal Services (1)

1.6 This proposed change to the senior management structure will see an associated reduction in the salary costs of circa £160k. The creation of the new Transformation Architecture Manager role (which replaces the Head of Business & Technical Architecture) is a non-chief officer role and the associated salary costs of circa £66k need to be taken into account to give an overall reduction in our salary costs of circa £94k per annum. As the Transformation Architecture Manager role is likely to attract a market factor supplement, these savings will be reduced dependent on any agreed supplement.

2 Summary of Proposals

2.1 It is proposed to delete the following roles

- Assistant Director for Adult Social Care (transferred under TUPE to Plymouth Community Healthcare)
- Head of Portfolio Office (to be replaced by the Head of Transformation Programme)
- Head of Business & Technical Architecture (this role will be replaced by the Transformation Architecture Manager on NJC terms and conditions who will report to the Head of Transformation Programme – see below)

2.2 It is proposed to create the following role:

2.2.1 Head of Transformation Programme

The Appointments Panel agreed with the proposal to replace the Head of Portfolio Office (which is established temporarily until September 2015) with a new permanent Head of Transformation Programme. This role now encompasses responsibility for the Business & Technical Architecture function, together with the programme managers; and more accurately reflects the wider requirements of the transformation programme. If Council approves the changes outlined in section 2.3.2 below, this post holder would also be responsible for ICT.

The Chief Office role of Head of Business & Technical Architecture role was graded at Chief Officer grade Band 2 (the salary for this is £71,088). As highlighted above, it is proposed that this role is deleted.

The Transformation Architecture Manager role (which replaces the Head of Business & Technical Architecture but is a non-chief officer role) will report directly into the Head of Transformation Programme and is subject to re-evaluation but is anticipated to be graded at NJC Grade L (£51,302 - £54,949 per annum). This role is expected to attract a market factor supplement.

Following job evaluation, the role of Head of Transformation Programme was evaluated at Chief Officer grade Band 2. The salary for this is £71,088. The Head of Portfolio Office (which this role will replace) was evaluated at Chief Officer Band 1 salary £58,920 with the current postholder receiving a market supplement of £5,000 per annum.

2.3 It is proposed to amend the following roles:

2.3.1 Assistant Director for Strategic Co-operative Commissioning

When Adult Social Care Delivery transferred to Plymouth Community Healthcare in April 2015, not all posts within the previous Adult Social Care Department transferred and following a review of the options available for their line management, they were placed under the role of Head of Strategic Cooperative Commissioning.

A revised draft role profile incorporating the responsibility for Strategic Commissioning and the new areas now within the span of control of that post was drafted, shared with the Appointments Panel for their comments, and consulted on with the Trade Unions and the existing post holder.

The main areas of change were:-

- the new responsibility of being the Council's lead officer for the allocation, monitoring and commissioning of the Section 75 total pooled budget of £462m

- the increase in direct budget responsibility – from £50m to £121m (the amount the Council has put in the Section 75 agreement with the Clinical Commissioning Group.
- the increase in overall responsibility for staffing numbers including direct line management responsibility – now approximately 200 employees from approximately 94 within the department.
- the increase in responsibility for different work functions not only commissioning.
- the new statutory responsibility for safeguarding of vulnerable adults.

It was also proposed to change the name of the post from Head of Strategic Co-operative Commissioning to Assistant Director for Strategic Co-operative Commissioning.

The Appointments Panel agreed the proposed amendments to the existing Head of Strategic Co-operative Commissioning role to become an Assistant Director (a Deputy Chief Officer role). Following job evaluation this role was evaluated at Chief Officer grade, Band 3. The spot salary for this is £86,300. This is an increase from Chief Officer Band 2 spot salary £71,088.

The Appointments Panel agreed that the existing Head of Cooperative Commissioning should be “slotted in” to the role of Assistant Director of Strategic Co-operative Commissioning and agreed to the recommendation of backdating the post holder’s commencement in the new role to 1 April 2015, subject to Council’s approval of the recommendations in this report.

2.3.2 Assistant Director for Human Resources and Organisational Development and ICT

As part of the senior management restructure in 2013, Council approved the decision to include responsibility for ICT in the role of the Assistant Director for Human Resources for Organisational Development. However since that time, because of the interim arrangements for the role and a number of organisational changes (including the ICT function transferring to Delt Shared Services, the appointment of the Strategic Director for Transformation & Change, the creation of the Intelligent Client Function and responsibility for IT architecture being, in effect, transferred to the Head of Transformation Programme), responsibility for ICT has only nominally been undertaken within the role of Assistant Director for Human Resources and Organisation Development and ICT.

In light of these changes and the requirement to recruit to this role on a permanent basis, the Appointments Panel has agreed the removal of the ICT responsibility within this role and its title being called Assistant Director for Human Resources and Organisational Development.

Following job evaluation of the amended role profile, this role was evaluated at Chief Officer grade, Band 3. The spot salary for this is £86,300. The evaluation for this role therefore remains unchanged.

3. Summary

The proposals set out in this report will result in the following changes to the Chief Officer structure:

- i. The deletion of three posts
- ii. The creation of one role
- iii. The amendment of two roles

The salaries for the new and amended Assistant Director and the amended roles have been subject to independent job evaluation (Hay) of the role profiles.

4. Council procedure

- 4.1 The power to appoint staff and determine the terms and conditions on which they hold office, including procedures for their dismissal, is a non-executive function.
- 4.2 I, as Chief Executive and Head of Paid Service, must therefore produce a report in situations such as that which I am proposing where senior staffing structures are to be revised.
- 4.3 It is the duty of the Head of Paid Service, as soon as practicable after she has prepared a report under this section, to arrange for a copy of it to be sent to each member of the authority. This is done by virtue of this report to Full Council.
- 4.4 It is the duty of a relevant authority to consider any report under this section by the Head of Paid Service at a meeting held not more than three months after copies of the report are first sent to members of the authority.
- 4.5 The Appointments Panel has considered any responses from the individual consultation undertaken with the officers concerned and approved the role profiles and grades for the new and amended positions and, subject to Council's approval, will make appointments to roles as appropriate.

5. Constitutional amendments

The Council's constitution will need to be amended to reflect these changes to these designations.

6. Conclusions

- 6.1 The actions being proposed need to, and will I believe, provide:
 - Continuity of safe and improving services
 - An overall reduction in costs
 - Continue the delivery of a streamlined structure suitable for a Brilliant, Co-operative Council.