

PLYMOUTH CITY COUNCIL

Subject:	Organisational Design
Committee:	Full Council
Date:	19 November 2018
Cabinet Member:	Councillor Tudor Evans OBE, Leader of the Council
CMT Member:	Tracey Lee, Chief Executive and Head of Paid Service
Author:	Tracey Lee, Chief Executive and Head of Paid Service
Contact details:	01752 304862 tracey.lee@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

An update is provided on the successful implementation of previous proposals relating to the Senior Management Structure outlined in January 2018. Information is also provided on a small number of further proposals.

The Council Corporate Plan:

The Corporate Plan, approved in June 2018, outlines the strategic direction of the council for the next three years.

Recommendations within this report align to the current Plymouth City Council Corporate Plan.

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

These proposed changes can currently be contained within existing budgets; the proposed changes will have no adverse impact on budgetary provision on the information available at this point in time.

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

None identified

Equality and Diversity:

Council needs to have due regard to its duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equality Act and those who do not. Actions around activities such as

restructuring, recruitment and grading of roles will be in line with established City Council policies and processes.

Has an Equality Impact Assessment been undertaken? An original EIA was completed for Phase I of the Organisational Design piece, this has been reviewed with reference to the proposals in this report.

Recommendations and Reasons for recommended action:

It is recommended that:

- 1) Council approves the proposals for changes outlined in this paper.
- 2) Council notes the outline timetable implementing the changes.
- 3) Council authorises the Chief Officer Appointments Panel to undertake further consultation with the Strategic Director of Customer and Corporate Services, Assistant Chief Executive, and the Service Director for Finance and agree any changes to their role profiles and grading.
- 4) Council notes the information about areas of responsibility and Statutory Officers.

Alternative options considered and rejected:

None

Published work / information:

CIPFA - The role of the Chief Financial Officer in Local Government. www.cipfa.org/policy-and-guidance/reports

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Senior Management restructure proposal Full Council on 16 September 2013.		X				4.2.2				
Organisational Design Full Council on 29 January 2018	X									

Sign off:

Fin	pl.	Leg	lt/31555	Mon	lt/31555	HR	AM	Asset		IT		Strat
	18.19.		/0911	Off	/0911	OD	091118	s				Proc
	134											
Originating SMT Member: Tracey Lee												
Has the Cabinet Member(s) agreed the content of the report? Yes												

I. INTRODUCTION

Official

A paper was presented to the Council on 29 January 2018 which provided information about the current landscape for Local Government in general and Plymouth in particular. The paper also identified a number of key national, regional and local drivers.

This backdrop set the scene for some proposals to change the senior management structure to create the flexibility and capacity to deliver a number of challenges concurrently rather than consecutively.

This paper offers an update on work undertaken from January 2018, confirms our ongoing priorities and areas of focus, makes a small number of further proposals and finally confirms the areas of responsibility held by the Senior Management Team as at November 2018.

2. SENIOR MANAGEMENT UPDATE.

Following an Organisational Design process and engagement with a number of stakeholders, employees and Trade Union colleagues, Full Council approved a number of proposals on 29 January 2018. An update is provided below.

A new Director of Children's Services role working across Plymouth and Torbay Councils and reporting to both Chief Executives was recruited to in February 2018. Internal career progression resulted in a vacant Service Director for Children, Young People and Families. This post has been covered by an interim and is currently being recruited to.

A joint Strategic Director of People post with NEW Devon Clinical Commissioning Group (CCG) has been created to report to the Plymouth City Council Chief Executive and the Accountable Officer of the CCG and focus on the delivery of the Local Care Partnership.

The Service Director for Integrated Commissioning's secondment arrangement with the NEW Devon CCG has been extended to 31 March 2019 to allow the development of further joint working with colleagues there.

A new Strategic Director for Customer and Corporate Services has been appointed. The post holder will take the lead on our desire to continually improve the customers' experience of Council services. The post holder will develop and implement the outcomes from our recent Peer Review, focussing on a consistent customer experience and driving improvement in this areas.

Electoral Services joined the Executive Office which continues to further develop the services offered from this department.

A Service Director for Community Connections (replacing the Head of Service role) is now in place.

3. ONGOING PRIORITIES AND AREAS OF FOCUS.

A number of key drivers continue to impact on the capacity requirements of our senior people:

- Meeting 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
- Integration with partners and the Plymouth family including the following:
 - Contractual Arrangement to run Children’s Services in Torbay
 - Strategic Transformation Plan (STP) and development of Local Care Partnership
 - Education Services
 - Shared back office services – DELT
 - Regional and sub-regional agenda

The Strategic Directors and Service Directors have distinct roles and this has been considered when reviewing where capacity may be needed. Both roles act as Commissioners for the people of the city, work closely with Members and enable active engagement with stakeholders and residents with the aim of co designing the most effective mechanisms for delivery within the context of our values.

Strategic Directors work up and outside the Council ensuring we work well with partners locally, regionally and nationally. They ensure effective oversight of services delivered by the Service Directors particularly focussing on areas for improvement. Through the Council Management Team (CMT) they undertake their corporate role, using systems leadership principles. They act as peer leads on cross cutting issues, on behalf of the whole Council mandated to work across the organisation and with partners to ensure the best solutions are identified and implemented.

In order to maximise the ability of the Corporate Management Team to work together on some of the cross cutting themes there has been a move to a more “Federated Approach” which will complement our current Systems Leadership principles. This is designed to encourage the best use of resources, (avoiding duplication and silo working) and facilitate knowledge transfer between the senior team as well as creating centres of excellence, and co designing solutions which focus on national, regional and local objectives in a joined up way across services.

This complements other activity around strategic workforce planning, succession planning and career development/enrichment.

The January 2018 report outlined plans for a federated approach, led by the Strategic Director for People in conjunction with the Director of Children’s Services and the Director of Public Health. This continues to be in place. The federated approach will be further developed across the Customer and Corporate Directorate with the Strategic Director of Customer and Corporate leading a federation comprising Customer and Corporate Services, Finance and the Executive Office.

Service Directors have responsibility for leading and managing their services.

4. PROPOSALS

A planned and phased approach to implementing change is used, engaging with employees, Members, Trade Union colleagues and stakeholders as appropriate and building on the extensive work undertaken over a number of years.

The following proposals have been consulted on:

Moving the Legal Services department to the Executive Office.

Following the departure of the Head of Legal Services and further development of the strategic offer of the Executive Office it is felt that there are natural synergies to be realised by combining legal services with colleagues undertaking other wide scale corporate functions, for example Electoral Services, Democracy and Governance and policy development. The proposal is that Legal Services move “as is” with the post of Head of Legal Services reporting to the Assistant Chief Executive. Land charges and the Coroner’s Service will be transferred to the Service Director for Customer Service.

Service Director for Finance and Section 151 Officer

It is proposed that this role reports to the Chief Executive in line with the Chartered Institute of Public Finance Accountants (CIPFA) guidance. It is intended to further facilitate this role as a full member of the Corporate Management team. It will allow the direction and successful delivery of PCC’s strategic objectives particularly in relation to the medium term financial strategy, budget management and monitoring.

A copy of the current and proposed structures are attached at APPENDIX A and B.

The existing role profiles of the Assistant Chief Executive, Service Director for Finance and the Strategic Director of Customer and Corporate Services have been updated and consulted on as a result of this proposal. Where roles are changed, salaries will be reviewed via an independent job evaluation process.

An updated list of the Directorate and Departmental responsibility areas, cross cutting themes and federation partners is attached at APPENDIX C. Whilst some statutory responsibilities remain with Plymouth City Council, delivery may be affected elsewhere, for example through partners or other mechanisms.

5. FINANCIAL INFORMATION

These proposed changes can currently be contained within existing budgets; the proposed changes will have no adverse impact on budgetary provision on the information available at this point in time.

6. COUNCIL PROCEDURE

The Chief Officer Appointments Panel will be established to consider any further responses from the consultation carried out in respect of these proposals. Subject to Council agreeing this approach, further individual consultation will take place with directly affected Chief Officers 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 affected.

7. TIMETABLE

w/c 22 October 2018	Engage and consult on proposals as appropriate.
9 November 2018	End of initial consultation process and comments reviewed.
w/c 12 November 2018	Initial feedback is provided. Following feedback, role profiles reviewed.
19 November 2018	FULL COUNCIL Proposal submitted by report to Full Council outlining proposed changes, existing and proposed structures
From 20 November 2018	Those in scope are updated and changes take effect.
30 November 2018	COAP convened to commence implementation of activities arising from Full Council report.

8. STATUTORY ROLES

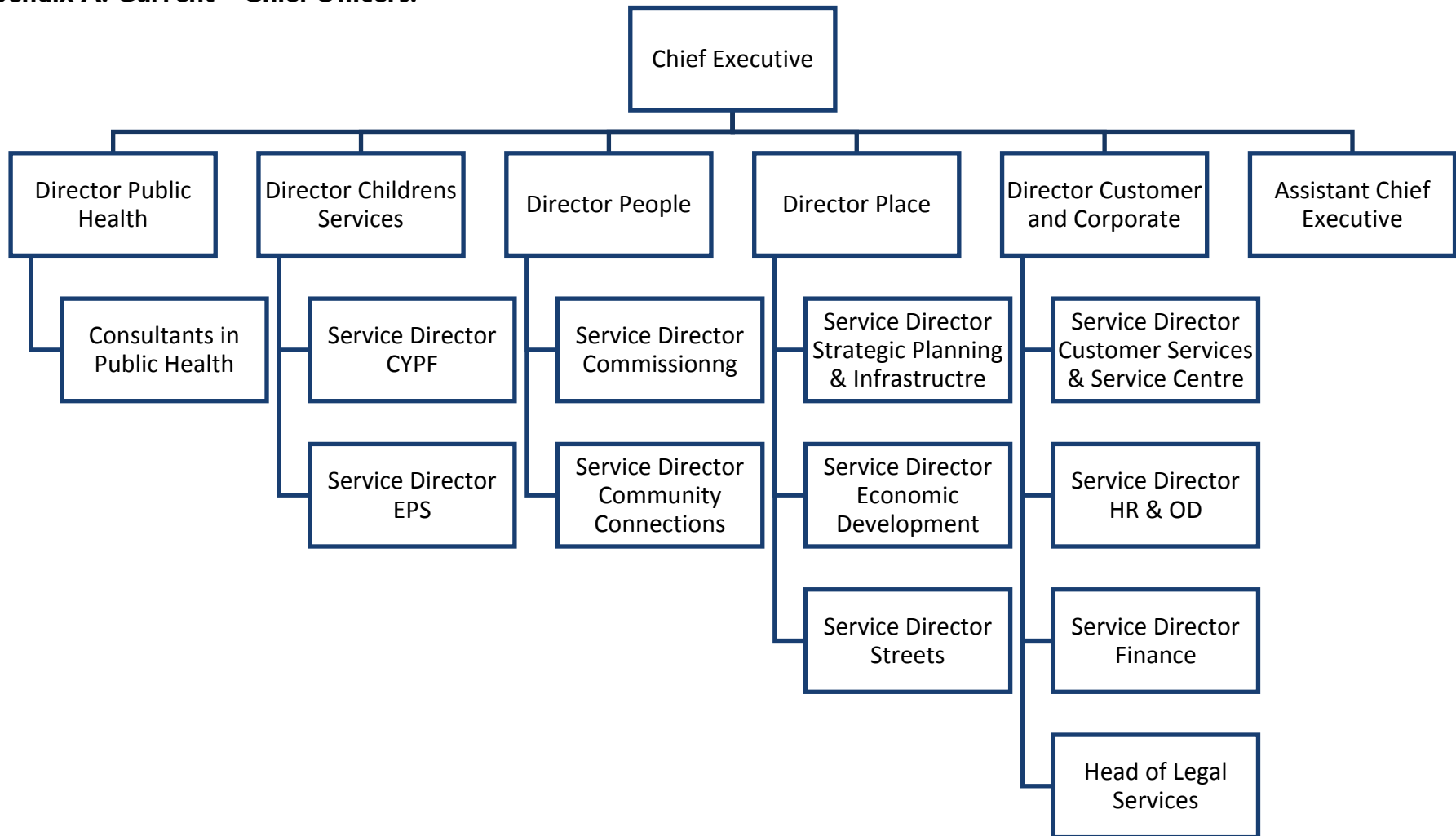
APPENDIX D provides details of statutory roles for information.

9. RECOMMENDATIONS

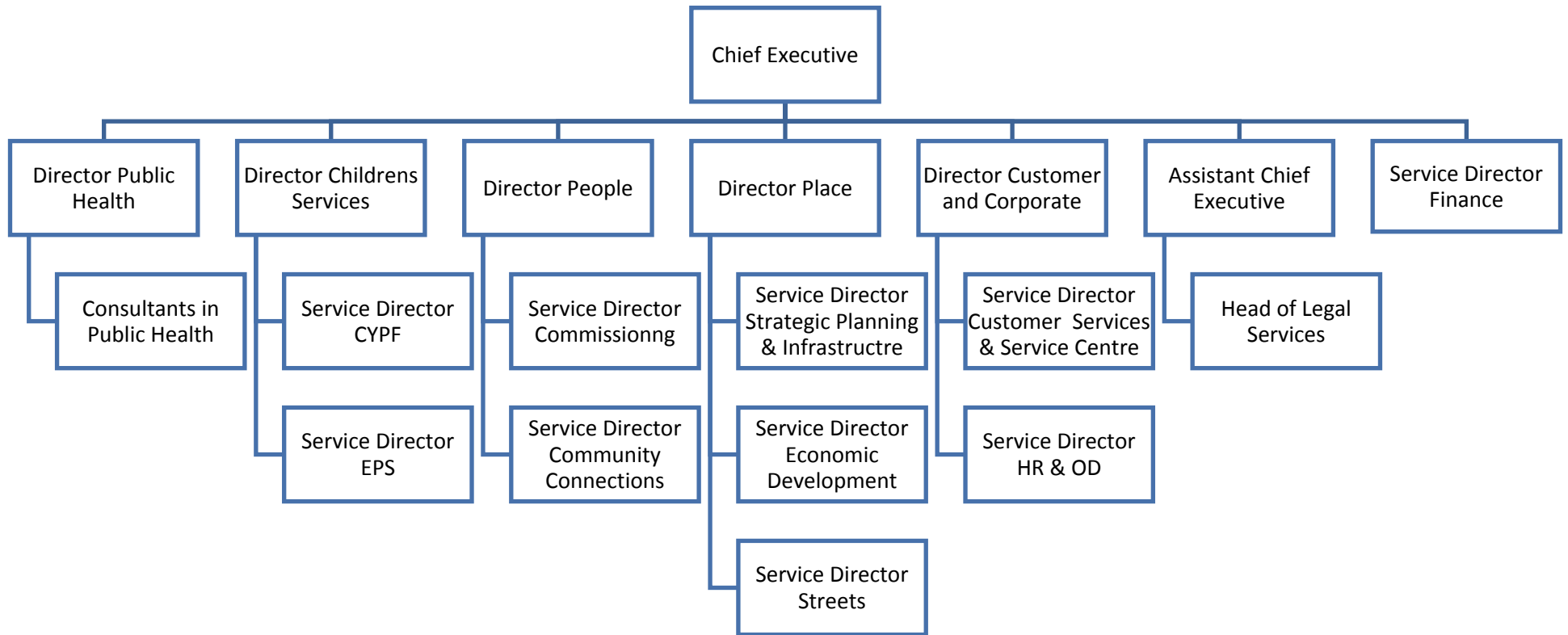
It is recommended that:

1. Council approves the proposals for changes outlined in this paper.
2. Council notes the outline timetable implementing the changes.
3. Council authorises the Chief Officer Appointments Panel to undertake further consultation with the Strategic Director of Customer and Corporate Services, Assistant Chief Executive, and the Service Director for Finance and agree any changes to their role profiles and grading.
4. Council notes the information about areas of responsibility and Statutory Officers.

Appendix A: Current – Chief Officers.



Appendix B: Proposed - Chief Officers.



APPENDIX C

Summary Responsibility Areas

PUBLIC HEALTH DIRECTORATE

The Director of Public Health has the following responsibility areas:

- Public Health
- Civil Protection
- Environment Protection and Monitoring (excluding contaminated land)
- Food Safety and Standards
- Safety, Health and Licensing
- Trading Standards
- Cemeteries and Crematoria
- Health Inequalities

Federated with

- People (leads on Federation)
- Children's Services

Cross cutting lead for CMT for:

- Sport
- Regulation and Enforcement

PEOPLE DIRECTORATE

Strategic Director of People to become joint post with NEW Devon CCG reporting to PCC CEX and AO of CCG. Focussed on delivery of Local Care partnership, developing the integrated Place based commissioning structure.

Responsibility areas (departments):

- Integrated Commissioning
- Community Connections

Federation lead for: –

- People/Children's Services/Public Health

Cross cutting lead for CMT for:

- Self Help
- Community Engagement

INTEGRATED COMMISSIONING

This post leads on:

- Integrated Commissioning for PCC, NEW Devon CCG and other parties,
- Development of the Local Delivery Partnership for Plymouth and the Western Locality.
- Strategic Commissioning & Contracting
- Statutory Functions of Adult Social Care and retained in-house function
- In-house provision for respite and learning disability services
- Allocation, monitoring and commissioning of Integrated Fund
- Functions of Deputy Chief Operating Officer of CCG
- Leisure Contract

COMMUNITY CONNECTIONS

This post leads on:

- Police and Fire Services day to day relationships
- Housing Improvement
- Asylum Seekers & Refugees
- Homelessness
- Accommodation
- Safer Communities.
- Gypsy & Travellers
- Universal Youth Work
- Sports Development

CHILDREN'S SERVICES DIRECTORATE

The Director of Children's Services works across both Plymouth and Torbay Councils, reporting to both Chief Executives.
Focussed on leading the operation and delivery of the contractual arrangement to run Torbay's Children's Services, including Education, from 1 April 2018.

Responsibility Areas:

- Children, Young People & Families
- Education, Participation & Skills

Federated with

- People (leads on Federation)
- Public Health

CHILDREN, YOUNG PEOPLE & FAMILIES

This post leads on:

- Children's safeguarding
- 16+ service and transitions
- Children in care and Care Leavers
- Permanency and placements
- Advice and assessment
- Children in the community
- Out of hours
- Family support/Troubled Families
- Targeted Youth Support

EDUCATION, PARTICIPATION & SKILLS

This post leads on:

- School Improvement & Standards
- School Organisation, Admissions & Planning
- Early Years
- Safeguarding in schools
- Post 16 including Adult and Community Learning contract
- SEND, Inclusion and Attendance
- Educational Psychology
- Children's Disability Team
- Alternative Provision
- Home to school transport
- Skills
- School sports partnership
- CaterEd

PLACE DIRECTORATE

Strategic Director of Place has the following responsibilities:

- Strategic Planning & Infrastructure
- Economic Development
- Street Services

Cross cutting CMT lead:

- Inclusive Growth
- Environment and Sustainability

STRATEGIC PLANNING & INFRASTRUCTURE

ECONOMIC DEVELOPMENT

STREET SERVICES

- Development Management and Planning
- Building Control
- Joint Local Plan
- Environmental Planning
- Housing Delivery & Empty Homes
- Strategic Transport, Infrastructure and Investment Planning
- Capital & Strategic Growth Programme Mgt
- Strategic Waste & Minerals Planning
- Engineering Design
- Local Flood Authority
- Green Infrastructure

- Inward Investment
- Business Engagement
- Destination Plymouth
- Plymouth Science Park
- Museum, Arts/Culture incl. The Box
- Events and Tourist Information
- Mayflower 2020
- Land & Property
- Strategic Development Projects
- Enterprise Zone
- Mount Edgumbe
- Asset Investment Fund/Asset Management

- Plymouth Highways Management
- SWH Contract Management
- Fleet & Garage
- Winter Maintenance
- Road Safety
- Gullies
- Street Lighting
- Parking & Marine
- Street Scene and Waste Services
- Household Recycling Centres
- Parks/Green Space Maintenance
- Trees

**Cross Cutting lead:
Plymouth Plan**

CUSTOMER AND CORPORATE SERVICES

Strategic Director for Customer & Corporate has the following responsibilities:

- Customer Services and Service Centre
- Lead on Transformation and ICT
- Human Resources and Organisational Development.
- Information Governance and Statutory Complaints

- **Federated lead for:**
- Customer & Corporate, Finance and Executive Office.
- **Cross cutting: CMT lead:**
- Customer Experience
- Senior Information Risk Owner (SIRO)

CUSTOMER SERVICES & SERVICE CENTRE

- Customer Services
- Registration Services
- Revenues and Benefits
- Transaction Centre
- Counter Services
- Contact Centre, First Stop and Reception
- Corporate Complaints
- Library services (including schools library)
- Land charges
- Coroner

HR & OD

- Employee Relations
- Organisational Development
- Health, Safety & Wellbeing
- HR & OD policies and plans
- Payroll and Pensions – client role
- Recruitment

FINANCE

The Service Director reports to the CEX in line with CIPFA guidance

- Finance
- Procurement and Contract Management
- Internal Audit and Fraud – Client for DAP
- Insurance
- Corporate landlord: Operational Asset Management & Facilities Management
- Capital Delivery
- Carbon Management (Council)
- Treasury Management
- Banking
- MTFS
- Statutory Financial Reporting
- Tax

Federated with:

- Customer & Corporate
- Executive Office

Cross Cutting CMT lead:

- Commercial approach to ASDVs including:
- Shareholder Responsibility
- Social Value

EXECUTIVE OFFICE

The Assistant Chief Executive has the following areas of responsibility:

- Governance and Oversight, including Democratic & Member Support,
- Risk & Performance Management
- Policy & Intelligence
- Regional partnerships
- Public & Partner relations including communications and marketing
- Electoral & registration services, including land & property data management
- Legal Services including Monitoring Officer role

Federated with:

- Customer & Corporate
- Finance

Cross-cutting CMT lead:

- Equalities, anti-poverty strategy
- Relationships with Community & Voluntary sector

APPENDIX D
Statutory Roles

Role	November 2018
Head of Paid Service <u>LGHA 1989, s 4</u>	Chief Executive
Director of Children’s Services <u>Children Act 2004, s 18</u>	Director Children’s Services
Director of Public Health; and <u>National Health Service Act 2006, s 73A(1)</u>	Director of Public Health
Director of Adult Social Services <u>Local Authority Social Services Act 1970, s 6(A1)</u>	Strategic Director of People
Monitoring Officer <u>LGHA 1989, s 5</u>	Head of Legal Services
Chief Finance Officer <u>LGA 1972, s 151</u>	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.

Role	November 2018
Deputy Monitoring Officer	Assistant Head of Legal Services
Deputy Section 151 Officer	Head of Finance
Chief Education Officer	Director Children’s Services
Senior Information Risk Owner (SIRO)	Strategic Director for Customer & Corporate Services

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

Role	November 2018
Returning Officer	Chief Executive
Electoral Registration Officer	Chief Executive