

## Senior Management Structure

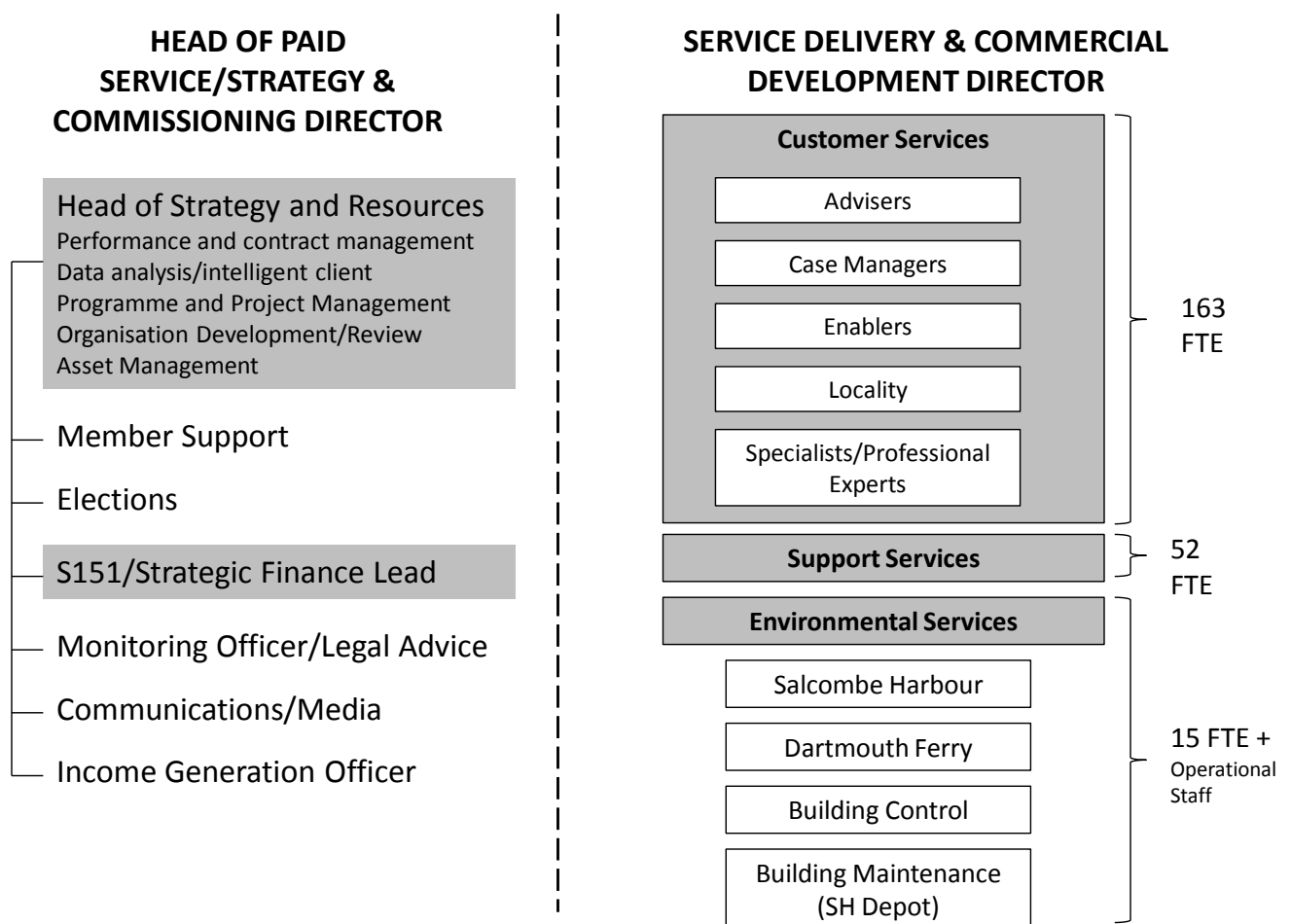
### Final report to West Devon Borough Council

1. On 25 March 2014 Council resolved the following as a basis for consultation with all staff, in accordance with the Council's Managing Organisational Change Policy and Redeployment Policy:

That the following be favoured as the basis for consultation with affected staff:

- (i) the organisational design as set out in paragraph 1.5 of the presented agenda report, which supports the future operating model, as set out in the report and summarised at Appendix 1;
- (ii) the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;
- (iii) the appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery;
- (iv) recruiting a separate income generation officer initially on a two year contract;
- (v) recruiting to the seven senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015;
- (vi) the appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment;
- (vii) the appointment of the two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams, who will be supported by professional independent expertise. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director;
- (viii) that remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.”

2. The staff consultation document was published on 11 April 2014 and is attached at Appendix 2. 16 individuals commented on the proposals as well as UNISON. The published response to the points raised is attached at Appendix 3. The final recommendations have been influenced by the comments received and vary from those agreed in the March Council resolution.
3. As reported to Council in March, further work on the T18 model concluded that the total number of staff needed within the Strategy and Commissioning Group was less than predicted when the senior management structure was initially designed. The consultation document that went out to staff therefore included a second option, reducing the number of senior managers by one to 6 posts in total, with the loss occurring in the Strategy and Commissioning Group.
4. The following structure, with amended titles, is recommended in preference to the one set out in Recommendation 1 of the March report.



Note - All posts assumed to be FTE posts at this stage; subject to further detailed analysis  
 - The grey boxes indicate where the lead officer will form part of the senior management team

5. **Revised recommendation 1: The senior management structure to consist of two Executive Directors and four Service Leads, with the S151/ strategic finance function also being recognised as an integral part of the senior management team.**

6. An open competition could see an appropriately financially qualified individual appointed to the Strategy and Resources Lead role, but the post will be open to people with other appropriate qualifications and experience. In the event that the appointed Strategy and Resources Lead does not hold an appropriate financial qualification the structure within the Strategy and Commissioning Group will have to accommodate a suitably qualified individual to perform this statutory role, just as it will have to contain a legally qualified person to fulfil the monitoring officer role, should a qualified lawyer not be appointed to the Strategy and Resources Lead role.
7. **Recommendation 2 of the March report, to adopt the Executive Director model with two Directors stands.**
8. **Recommendation 3 is revised to appoint four Service Leads, not five. As well as the removal of one of the posts the job titles will change to signify the departure in role from that of the Heads of Service and to emphasise a more commercial culture. It is recommended that the Service Director title is amended to Service Delivery and Commercial Development Director and that Service Lead is used instead of Head of Service**
9. The fourth recommendation related to the proposed income generation role. This has proved to be one of the more contentious issues during the consultation period. No agreement has emerged about the nature of the role and the way it will fit in to the rest of the structure. Concerns have been expressed that the role could distract focus away from the T18 implementation, of itself a significant income generation opportunity; where it fits best in the overall structure and what the post holder might achieve without a more commercial organisational culture being built across the organisation. **Given that the post is not crucial to the rest of the senior management design my advice is to remove the recommendation at this stage, pending appointment of the two Directors, giving the opportunity for further consideration.** In the meantime, in order to emphasise the need for a more commercial approach the job descriptions of the senior posts will be strengthened in this regard. The report elsewhere on the Council agenda, recommending the setting up of a trading company, also helps to reinforce the cultural shift desired.
10. The fifth recommendation relating to open competition has been the subject of comment by UNISON who have expressed concern that the Councils' own policy is not being followed. **I remain of the view that all the senior management posts should be filled through an open recruitment process and the recommendation stands.** The senior management roles in the new organisational model are markedly different from those existing with different skill sets needed to lead a more commercially orientated organisation.
11. The sixth recommendation referred to the appointment of an interim Head of Support Services in July to enable phase 1a to commence in October. **Discussions with iESE have taken place and they can provide an interim post holder until a long term appointment can be made. This approach is recommended as it removes the need for an internal competition at this stage, enabling existing managers to continue to provide services during the transition.** The Director will be able to appoint the person of her/his choice for the long term appointment which will follow the same timetable as the rest of the senior appointments.

12. **The seventh recommendation still stands.** The six member panel will be supported by an external HR / recruitment adviser who is now in place to provide independent expertise. The panel will be further augmented with a serving Head of Paid Service providing another objective view during the selection process.
13. The final recommendation related to remuneration and terms and conditions for the senior management posts. At Appendix 4 I set out a summary of a benchmarking exercise, comparing salaries with other councils in Devon and nationally against those with shared service arrangements or where the Executive Director model is in place.
14. Following the benchmarking exercise and after discussions with the external recruitment adviser **it is recommended that the two Director posts be advertised with a salary range of circa £88k to £96k; the Service Leads to be advertised at a range between £61k to £66k. The two Director posts to be appointed in accordance with the Joint Negotiating Committee terms and conditions, the Service Leads in accordance with the NJC national agreement.** Notwithstanding a saving of £241k on pre-existing salaries when the Chief Executive, two Directors and seven Heads of Service were in place this recommendation will potentially add something in the order of £46k to the overall budget for the T18 programme but this is justified in order to ensure the right calibre of individual is attracted to the posts.

**Richard Sheard**  
**9 June 2014**