

Senior Management Structure

Staff Consultation

Introduction

This paper sets out proposals for the review of the senior management arrangements to deliver a structure appropriate for the T18 model. It forms the basis of consultation with all staff in accordance with the Councils' Managing Organisational Change policy and Redeployment policy.

Background

In January 2014 interim senior management arrangements were introduced pending a review of the structure in the light of the T18 proposals. The Chief Executive was asked to come up with a proposal before the end of March. South Hams District Council agreed the recommendations set out in the attached report on 20 March 2014 as the basis for consultation with staff (Appendix 1 – *not attached*). West Devon Borough Council agreed the recommendations with some amendments as set out in the attached resolution on 25 March 2014 (Appendix 2 – *not attached*).

Whilst the report was being drafted and prepared for both Councils' consideration further work was being undertaken on the overall design of the T18 model. As a result some elements of strategic work which is service based has been mapped away from the Strategy and Commissioning Group to specialist roles elsewhere within the model. This work puts into some doubt the senior management structure as set out in the report to both Councils due to the reduction in posts required in the Strategy and Commissioning Group. This document therefore offers an alternative option upon which views are welcomed.

The Consultation process

All staff, whether directly or indirectly affected, are invited to respond to this consultation with comments by email to Nicola Pavey, PA to the Head of Paid Service, by 5.00 pm on **Friday 9 May 2014**.

If any points of clarification are needed, or questions arise, please route these through Nicola before 25 April and a response will be sent as soon as possible. In addition questions and responses will be posted on the Councils' intranet along with the relevant documents.

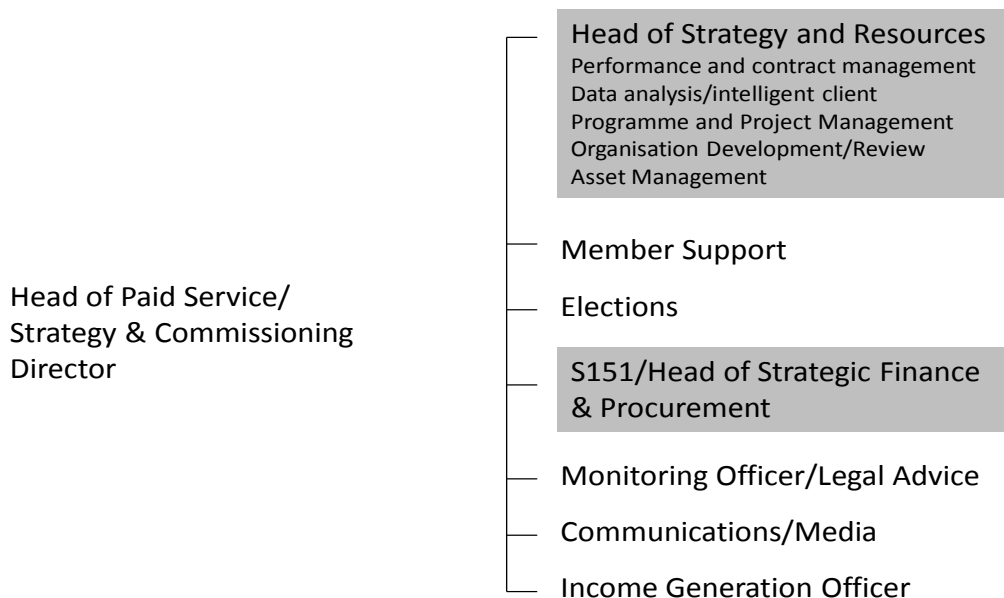
The Personnel Manager will be available throughout the consultation period to answer any queries related to the personnel aspects of the proposal.

All responses will be considered before a final report is prepared for consideration at West Devon Borough Council on 24 June 2014 and South Hams District Council on 19 June 2014.

The proposed new structure

The proposal agreed by Members of both Councils as the basis for consultation is to restructure around two Executive Directors and five Heads of Service equivalent posts. Outline role specifications for each of the seven posts are attached (Appendix 3 – *not attached*).

In the light of the further work carried out on the T18 model the alternative option for the Strategy and Commissioning Group is set out in the diagram below. The Service Delivery Group remains as set out in the first option agreed as a basis for consultation by Members.



Note - All posts assumed to be FTE posts at this stage; subject to further detailed analysis

In this option the senior management structure will consist of two Executive Directors and four Heads of Service equivalent posts, with the Section 151/Strategic Finance role also being recognised as an integral part of the Senior Management Team.

In both options there will need to be a flexible approach adopted within the Strategy and Commissioning group, dependent on any professional qualification of the appointed Head of Strategy and Resources. If that appointee holds a suitable finance or legal qualification the need for a separate S151 Officer or a separate Monitoring Officer will be diminished, although there may need to be an adjustment within the team structure to recognise the need for additional management and supervisory capacity to compensate for the appointee carrying out the statutory role alongside her/his management responsibility.

Outline role specifications are attached; highlighted text shows where they differ from the first option (Appendix 4 – *not attached*).

The separate Income Generation Manager post will sit within the Strategy and Commissioning Group in either option, accountable to the Strategy and Commissioning Director.

The Interim Head of Support Services role will be filled either by an internal candidate or by the supply of a suitable interim manager supplied by iESE. Further analysis carried out on the T18 model suggests that preparatory work will be needed before July to enable Phase 1 to commence by October 2014. If this proves to be the case iESE will carry out this work on behalf of South Hams and West Devon without prejudice to the final decision on recruitment which Members will take at the Council meetings arranged in June.

Proposed Terms and Conditions of Employment

Existing officers appointed to the new structure will remain employees of their current employing authority.

Upon appointment all senior managers will continue to be shared officers.

It is proposed that the Executive Directors will be appointed in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities, as amended from time to time and by local agreements.

Heads of Service will be appointed in accordance with the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the Green Book) as amended from time to time and by local agreement.

Management role specifications are attached for the two Director posts, the five Heads of Service equivalent posts in option 1 and the variant in option 2. Detailed job descriptions and person specifications will be provided at the final report stage in June, as will salary levels and any other detailed terms and conditions of employment. Paragraphs 8.4 and 8.5 of the report to Council set out that appropriate grades for the seven senior management roles will be set following further research looking at comparable jobs elsewhere and emphasising that the present principle of paying the same salary to each Head of Service will need to change given the differing range of responsibilities and functions within the proposed new structure.

The form of competition

All senior management posts will be subject to open competition.

This proposal places the serving Directors and Heads of Service at risk of redundancy. Post holders will be issued with 'at risk' notices of redundancy. This does not mean that they have been given notice of redundancy, it simply informs them that they are at risk.

The Councils' duty in a redundancy situation is to consider suitable posts as an alternative to redundancy. In practice this means identifying posts that are not significantly different to the jobs currently held by those at risk of redundancy.

Appeals

In accordance with the Managing Organisational Change Policy an officer may appeal against certain prescribed decisions. An appeal should be submitted in writing to Andy Wilson, Personnel Manager, within ten working days of this document being issued.

As it is inappropriate for any serving officer to hear an appeal, a Member Panel will be convened to hear any appeal. The decision of the Member Panel will be final.

The Selection Process

It is anticipated that posts will be advertised in line with the timetable set out in the report to both Councils, cascaded to enable successful applicants, wherever possible, to influence the final structure and make the appointments below them in the structure.

Officers applying for posts in the new structure will be allowed to express more than one preference, if they so wish, from the available posts. This will not prohibit the employing body from offering another post.

All applicants will be asked to demonstrate their suitability for the post through an interview process. Appointments will be made on the basis of success at interview, in the case of the Executive Directors, by a Member Panel supported by external advice and in the case of Heads of Service equivalent posts, by the appropriate Executive Director, in consultation with the Member Panel.

Redeployment

Any Director or Head of Service displaced through this process may be assigned temporary duties and considered for redeployment before Notice of Redundancy is issued. Any such postholder who does not apply for any of the new positions will be treated the same way.

It is not possible at this stage to identify the detailed staffing structure below Head of Service equivalent level. The structure will be subject to further consultation, the precise alignment of services may change and, following appointment, the new managers will be invited to review the new service area and recommend any revisions. There may therefore be further opportunities for officers at risk of redundancy to find an alternative post.

In the event of redundancy as a result of this review, compensation will be payable in accordance with the employing Council's Redundancy and Interest of Efficiency Policy.

Richard Sheard
11 April 2014