

<b>CONSULTATION ON SENIOR MANAGEMENT ARRANGEMENTS</b>	
<b>COMMENTS RECEIVED</b>	<b>RESPONSE</b>
Concern about strategic assets being considered under income generation. The role should be within the strategic commissioning group	It was never intended to include strategic asset management as part of the income generation role. Strategic asset management will need to be reflected within the Strategy & Commissioning Group as well as the Service Delivery side of the organisation
The role of the Income Generation post is unclear and potentially is covered in other roles. The position of the post in the organisation has been the source of confusion. Existing expertise within the service delivery teams can drive forward commercial opportunities without the need for this post	The final report reflects the lack of a consistent view about this role and recommends that the post be deferred for the time being
S151 Officer role should be an integral part of SMT and not marginalised	Agreed and incorporated into the final report
Clarity is needed on whether or not the strategic finance role should sit as a Head of Service equivalent	The roles have been re-titled to move away from any association with the pre-existing organisation
The statutory Corporate Property Officer role would sit with S151 Officer	This is more a matter for the wider T18 organisation. I would anticipate that the need for strategic asset management will be reflected in the Strategy & Commissioning Group
Recent discussions have revealed little common understanding of the proposed structures and how they would operate in practice	The proposed structures have been discussed since the T18 model was first advocated. Understanding continues to develop
The proposed structures look very much like traditional service groupings	This point is accepted but the new groupings and the culture that is being developed will ensure the success of the model
No salary levels are indicated for the posts	Salary levels are recommended in the final report

Going to external competition sends the wrong message to existing SMT members. SMT do not seem to have the same employment rights as other staff specifically around external recruitment	Having reconsidered this the view is firmly held that open competition is appropriate for all SMT posts given the different skill sets needed in the new organisation
There is a risk that SMT will be under-resourced	A significant reduction in SMT is acknowledged but there is adequate resource given the new operating model
Opportunities for greater efficiency and income generation will be missed by the grouping of operational services as set out	The grouping of operational services has been considered carefully and feels appropriate at this stage. The incoming Service Director and the Service Leads will have the opportunity to influence the final structural design
The opportunity should have been taken to push forward with an ASDEM for operational services	The T18 model is designed as a potential stepping stone to ASDEMs. It was not felt appropriate to proceed until the T18 model is implemented
Clarification is needed on the role of the Environmental Services Lead should an ASDEM be established	The senior management structure places the Environmental Services Lead in directly providing services. There may be a future requirement to provide specialist advice to the Strategy & Commissioning Group depending upon where the services are to be commissioned from
The appointment of an Interim Head of Support Services will mean that the long term Head of Service will inherit both a structure and a team without an opportunity to influence the appointment. This is in contradiction with the general rule within the consultation document which allows for the senior positions to influence the appointments below them	This is true but there was a need to balance the desire for senior appointments to influence those below against the desire to press on and implement Phase 1a to enable the rest of the process to work more smoothly
Option 2 is preferred given the reduction in numbers in the Strategy & Commissioning Group and the cost savings that will accrue	The final report reflects this and recommends Option 2
The senior management titles need to be changed to reflect the more commercial environment and move away from existing titles	The final report recommends a change to describe Service Leads. The Service Delivery Director to be re-titled to reflect the more commercial aspect of this post. In addition, the JDs of the senior managers will also reflect this aspect in a stronger way

We should not repeat the current model where service heads are paid the same salary. The new salaries should reflect levels of responsibility, budget, level of commercial development and size	The recommendation allows for a salary range for service leads which will be able to reflect these attributes
The procurement role does not fit well with the S151 officer. Current arrangements work well	This point is acknowledged and will be reconsidered in the wider organisational design
The span of the control for the Service Delivery Director is too great leading to a risk of over-burdening and not delivering in the role	Having reconsidered this part of the structure the risk is acknowledged. There is argument to provide a Head of Commercial Operations with responsibility for front line operational areas but the need for this postholder as well as the additional cost of providing another senior post is not justified. It is an element that will need to be kept under review during implementation
Option 2 proposal weakens the Strategy & Commissioning Group	The loss of a service lead could be seen to weaken it but this can be ameliorated by ensuring a range of skills and capacities within the group as a whole
There is a significant amount of work relating to the strategic management of assets and events which are not clearly shown in the model	The wider organisational design will need to reflect this
There is a need to recognise the period of transition could lead to a down turn in service on the ground	This emphasises a significant risk that needs to be thoroughly considered as implementation begins

**RESPONSE TO UNISON – WEST DEVON**

I am aware that the branch submitted a number of points in respect of the wider consultation on the T18 proposals and that you have received a reply to the points raised. Within that reply you were advised that all comments relating to the senior management proposals have been passed to the Council Leader for consideration. I met the two Council Leaders last week to discuss the comments received during the consultation and I can now respond to your specific points on the senior management structure as follows.

The open competition approach is acknowledged to be against the Managing Organisational Change Policy and UNISON's view is respected. However, leading members remain firmly of the view that open recruitment is essential in these circumstances. The roles are significantly different from current ones. A different skill set will be needed to create a more commercial culture within both Councils and it feels right to test internal candidates against the

market.

If posts are filled by external appointments their employer will be determined after taking internal advice from the S151 officer. There is no structural diagram to show what posts sit with which Council as it serves no real purpose at this stage and conveys a sense that we are not continuing to share all services across both Councils.

The consultation document does refer to redundancy issues when addressing the form of competition. It confirms the legal position and both Councils' commitment to treat affected personnel as fairly as possible through redeployment or compensation. If there are staff who do not get a post in the new senior management structure they will be eligible to apply for other jobs within the wider T18 structure.

Salary levels have been assessed through a benchmarking exercise which has compared the new posts against similar posts in Devon, across other shared service Councils and with those Councils that operate executive director arrangements.

A clear recommendation on salaries has been made in the final report on the senior management structure. Colleagues in Personnel will subject these to an equality impact assessment.

I hope this response covers all the points the branch raised in respect of the senior management proposals.

#### **RESPONSE TO UNISON – SOUTH HAMS**

I understand you have had a response to UNISON's detailed document setting out comments on the two consultation papers. Within that response several points were made which were referred to the Council's Leaders for consideration, relating to the senior management proposals. Following a discussion I had with the Leaders last week I can now respond as follows.

The statement that upon appointment all senior managers will continue to be shared officers was simply to confirm that the Strategy and Commissioning Group as well as the Service Delivery Group will continue to serve two masters. There had been the whiff of a discussion about whether the opportunity should be taken to have separate commissioning teams for each of the Councils so this was intended to make absolutely clear that shared services will continue across the organisations.

The open competition approach is acknowledged to be against the Managing Organisational Change Policy and UNISON's view is respected. However, leading members remain firmly of the view that open recruitment is essential in these circumstances. The roles are significantly different from current ones. A different skill set will be needed to create a more commercial culture within both Councils and it feels right to test internal candidates against the market.

If posts are filled by external appointments their employer will be determined after taking internal advice from the S151 officer.

Salary levels have been assessed through a benchmarking exercise which has compared the new posts against similar posts in Devon, across other shared service Councils and with those Councils that operate executive director arrangements.

A clear recommendation on salaries has been made in the final report on the senior management structure.

The final report recommends the second option to members with a Strategy and Resources Lead reporting to the Strategy and Commissioning Director. By remaining flexible on the qualifications to be held by the post-holder it provides the opportunity to select from the widest pool of applicants. If it was made a prerequisite that any particular qualification was needed the pool would be more limited. Clearly if a suitably qualified solicitor, or a surveyor or a financially qualified applicant, for example is successful this would have an impact on the remaining posts to be filled in the Strategy and Commissioning Group. The flexibility is needed to ensure the most economic and effective arrangements can be put in place. This flexibility does not in any way diminish any of these functions.

The adoption of phase 1a necessitates the recommendation to fill the post on an interim basis. The final recommendation is to rely on IESE to supply a time limited interim for this post. This will mean that the Director, once appointed will be able to appoint the long term appointment, even if it means that the rest of the structure and appointments will have been made. This is in marked contrast to the general principle adopted but provides a pragmatic solution to the dilemma.

The CIPFA explanation of the role strategic finance role sums it up well. The Officer will be a key member of the Leadership team, will be actively involved in and able to bring influence to bear on all material business decisions and will lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times. To deliver these responsibilities the incumbent will direct a finance function that is resourced to be fit for purpose and be professionally qualified and suitable experienced. In order to successfully deliver the S151 role, the role must have enough seniority to be able to challenge and influence business decisions. CIPFA refer to the S151 post as requiring the 'status and credibility to challenge others'. This will be achieved by the post being an integral part of the senior management team.

UNISON can be reassured that nothing in these proposals is intended to diminish the high financial standing of either Council. The s151 post-holder will be an integral part of the senior management team and whilst not having direct responsibility for all finance staff as is the case at present, will have the level of responsibility and clout to direct the financial affairs of both Councils.

I trust that this response covers all the points UNISON have raised on the senior management structure. Thank you for raising these important matters of concern.