



Brent

Cabinet
20 June 2022

Report from the Chief Executive

Officer Structure of the Council and Senior Management Restructuring

Wards Affected:	All
Key or Non-Key Decision	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two: Appendix 1 Current Structure Chart (June 2022) Appendix 2 Proposed Structure Chart
Background Papers:	None
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1.0 Background and Context

- 1.1 The Council's present Senior Management Structure was established in 2019 to reconfigure services when the Strategic Director of Resources left the Council to take up a Chief Executive role.
- 1.2 At that time, it provided an opportunity to focus both the client side and delivery side of the Council's ICT services under a single Strategic Director who could oversee the delivery of the Oracle Cloud project, integrate digital transformation with customer services and wider transformation and to ensure that the new post of Assistant Chief Executive sitting on the top managerial team in the Council, put community engagement at the heart of the Council's Management Team (CMT). Oracle cloud has now successfully been implemented and we have significantly progressed our work on digital services, community engagement and customer services too.
- 1.3 Having considered a number of pressing issues, not least the delivery of savings as part of the Medium Term Financial Strategy 2023-2027, it is now appropriate to revisit the Council's Senior Management structure.
- 1.4 The changes proposed in this report only directly impact (in technical employment terms) in the first instance on members of the Council's

Management Team. The proposed changes will delete four Strategic Director posts and the posts of; Assistant Chief Executive, Director of Finance and Director of Legal HR, Audit and Investigations. They will be replaced by six Corporate Director posts who together with the Chief Executive will form the Council's Management Team (CMT). This is a net reduction of 1 CMT post. The revised grading and salary structure for these CMT posts was agreed at General Purposed Committee held on 7 March 2022.

2.0 Recommendations for Cabinet

- 2.1 For Cabinet to agree the content of the report.
- 2.2 Cabinet to delegate to the Chief Executive, in consultation with the Deputy Leader of the Council, any further changes required within this structure following the assimilation and job interview processes.

3.0 Details of the proposed changes

- 3.1 The present structure (attached at Appendix 1 to this report) has served the Council well especially through the Covid Pandemic. The proposed structure is attached at Appendix 2.
- 3.2 The proposal deletes one post of Strategic Director and effectively lifts and shifts service areas currently sitting under existing Operational Directors. There are some minor amendments below Corporate Director level particularly in the proposed Communities and Regeneration Directorate. All appointments and any redundancies will be dealt with according to the Council's Managing Change Policy.
- 3.3 **Residential Services** - The structure brings together three of the most universal customer facing services in the Council, these being Customer Services (including revenues and benefits), Housing and Environment Services. These services are very operational and customer focused in their nature and often interact with the same customer base. Housing and Environment Services could benefit from better co-ordination and greater collaboration to ensure that estates have very high standards of public realm amenity space and a coordinated approach to noise nuisance and Anti-Social Behaviour (ASB). Bringing them together with Customer, Digital and Transformation services should enable the appointed Corporate Director - Resident Services to find efficiencies in our interactions with the public and increase digitization. This will create easier access for the public and financial benefits should also arise. Likewise, many tenants of the Council face financial challenges especially with the current cost of living crisis and so bringing together Housing Management and our Revenue and Benefits, Customer and Advice Services should also provide better wrap around services for residents. The Library service works hand in hand with Customer Services and the hubs and it is proposed that this service along with Leisure be transferred to Resident Services.
- 3.4 **Governance** – This Directorate will lead Legal, HR and Members and Executive Services including elections. The post holder will be the Council's Monitoring Officer and also the Strategic Information Risk Officer. Audit and Investigations

will move to the new Finance and Resources Directorate (this was planned to happen anyway in 2022 as it is deemed best practice for its line management to change reasonably regularly).

- 3.5 **Adult Social Care and Health** - This Directorate is based on the services that previously reported to the Strategic Director Community Well Being (CWB) with the exception of the Housing service which is mentioned above. The Director Adult Social Services (DASS) will remain at Director level and the Corporate Director will be the Council's main strategic officer lead with the Integrated Care Partnership (ICP) and Health partners. They will work closely with Members and the Chief Executive on health inequalities and the establishment of a highly functional ICP which puts tackling inequalities and place at the heart of all it does. The current CWB Directorate has a Performance Improvement team covering the whole directorate, this will need to be reviewed subsequent to this review.
- 3.6 **Finance and Resources** - In addition to the Council's Finance function, the Directorate will also include Property which relocates from Regeneration & Environment (R&E), together with the Shared ICT service and Procurement which transfer from the former Customer and Digital Servicess Directorate. Audit and Investigations will complete this Directorate, though will rotate its line management every two years in line with good practice. The Corporate Director will be the Council's Section 151 officer.
- 3.7 **Corporate Director Children and Young People** – There is no change in the structure of this Directorate. Once a new Corporate Director is appointed they may wish to change the structure within Children & Young People (CYP) but this will not impact on any other part of the Council.
- 3.8 **Communities and Regeneration** – This is an amalgamation of the services that presently sit with the Assistant Chief Executive (with the exception of Executive and Members Services) plus Regeneration, Growth and Employment, which are presently, part of the Regeneration & Environment Directorate. This new Directorate will be focused on delivering projects related to levelling up, violence and vulnerability, tackling poverty and discrimination and promoting equality. It will also ensure that community engagement forms the bedrock of our regeneration, planning, skills and employment work, all of which contribute to levelling up and promoting equality. The directorate will foster and lead partnerships with the community and faith and voluntary and community sectors and work on violence and vulnerability and Prevent.
- 3.9 In addition to the posts set out above there will be an additional new post of Director of Communications, Strategy and Partnerships. This post will report to the Corporate Director Communities and Regeneration. Its recruitment will be via an internal advert in the first instance and dependent upon the successful candidate there may be a further senior post deleted.

4.0 Financial Implications

- 4.1 The deletion of a Strategic Director post will generate savings of c £200,000. This will be reduced to £180,000 by the other minor changes proposed. It is envisaged that additional savings will also be identified by Corporate Directors once in place

amounting across the council to a further £200,000 as a minimum. These savings will contribute to the 2023/24 budget.

5.0 Job Descriptions and Person Specifications

- 5.1 Job Descriptions and Person Specifications have been drafted and job evaluations completed for the new posts.

6.0 Implementation

- 6.1 Implementation is in line with the Council's Managing Change Policy & Procedure. This is designed to support a continuous process of strategic and coordinated change, which enables the council to adapt its organisation structure, and to best meet its objectives and to deliver excellent services to the people of Brent. Critically, it also enables the Council to avoid unnecessary redundancies and to retain and develop its most talented staff. Please click on this link to view the Managing Change Policy and Procedure [Managing Change Policy and Procedure \(April 2015\)](#)
- 6.2 Staff at risk from redundancy may become redeployees immediately following consultation or be offered ring-fenced or competitive assimilation interviews as appropriate.

7.0 Appointment Process

- 7.1 The appointment process will be in accordance with the Council's Managing Change Policy and Procedure. Best recruitment practice set out in the Recruitment and Selection policy will be followed. Where competitive assimilation or ring-fenced interviews apply, a selection process will take place which will include an interview with councillors and may involve some testing.
- 7.2 In the event that posts remain vacant following the restructure process, then jobs will be advertised through open recruitment to fill any vacancies.

8.0 Voluntary Redundancy

- 8.1 In line with the Council's continuous commitment to minimise compulsory redundancies, applications for voluntary redundancy will be considered on a case by case basis.

9.0 Job Matching

- 9.1 The job matching has been undertaken in accordance with the Managing Change process.

10.0 Legal Implications

- 10.1 The council has a wide discretion to create a senior management structure to reflect the current needs of the organisation, subject to ensuring that statutory responsibilities the council is required to allocate are provided for.

10.2 The proposed changes will be managed in accordance with the requirements of the council's Managing Change policy and procedures.

10.3 In accordance with Standing Orders, Cabinet approval is required to create director posts reporting to the Chief Executive.

11.0 Equality Implications

11.1 A full equality impact assessment would usually be carried out by the Head of Human Resources. However given the limited number of staff directly impacted, this detail will not be published.

11.2 The equality analysis form is completed in three stages (prior to the restructure proposals, post consultation and after the restructure has been implemented). An equality analysis ensures that no one is treated less favorably than anyone else because of his or her equality characteristics during the restructure process.

11.3 During the restructure process, we will ensure that:

- All criteria used for redundancies, ring-fenced interviews and new job descriptions are fair and non-discriminatory
- Affected employees are signposted to support for dealing with stress such as the council's Employee Assistance Programme
- Reasonable adjustments are made for disabled employees at each stage of the restructure process
- Employees who are on maternity leave or due to return from maternity leave will be identified and treated as a priority group for assimilation or redeployment
- Any recruitment panels are representative in terms of race and sex and members of these panels have completed training on recruitment and selection that includes equalities considerations

12.0 Any Other Implications (Property, Environmental Sustainability - where necessary)

None.

13.0 Proposed Consultation with Ward Members and Stakeholders

None.

Report sign off:

Carolyn Downs
Chief Executive