



General Purposes Committee 7 November 2013

Report from the interim Chief Executive

Wards affected:
ALL

Restructuring of the senior management of the Council

1.0 Summary

This report recommends some changes to the senior management structure agreed in March 2013. Difficulties which emerged through the recruitment and selection process for two of the Strategic Directors have triggered a recent review. This review has also taken account of the increasing complexity and possible costs of the changes envisaged for adults' social care. Charts outlining the current structure and the proposed structure are presented as Appendices 1 and 2.

2.0 Recommendation

The General Purposes Committee is asked to agree to the revised structure as follows:

- a) deletion of the posts of Strategic Director, Governance and Corporate Services and Strategic Director, Education, Health and Social Care;
- b) deletion of the post of Operational Director, Adult Social Care
- c) establishment of the new post of Strategic Director, Adults
- d) establishment of new post of Strategic Director, Children and Young People
- e) reporting line changes as outlined on 3.6 and 3.7 below.

3.0 Background

- 3.1 In March 2013, the General Purposes Committee agreed a new senior management structure which would generate savings at Director and Assistant Director level of approximately £900,000. These changes refocused the senior management structure by creating four Strategic Director posts and a range of Operational Director posts and also by reshaping the corporate centre.

- 3.2 A major recruitment process, involving members, was then undertaken in order to fill vacant posts within the senior management structure. In the main, this has been successful and has resulted in the following appointments:
- Assistant Chief Executive – Ben Spinks (commencing in late October, 2013)
 - Chief Finance Officer - Conrad Hall (commenced mid October, 2013)
 - Operational Directors, Finance – Mick Bowden and Eamonn McCarroll (internal appointments, commenced July, 2013)
 - Operational Director, HR – Cara Davani (commenced July, 2013)
 - Operational Director, Planning & Regeneration – Aktar Choudhury (internal appointment, commenced July, 2013)
 - Operational Director, Housing & Employment – Jon Lloyd Owen (commenced October, 2013)
 - Director of Public Health – Melanie Smith (commenced July, 2013)
- 3.3 Apart from the Director of Public Health, each of the external candidates listed in 3.2 above, was sourced following an external recruitment campaign led by Gatenby and Sanderson who are a leading provider of executive recruitment services. Solace Enterprises won the contract to appoint to the Director of Public Health post. In order to recruit to as many posts as possible before the end of July, 2013, Gatenby and Sanderson agreed to cut four weeks from their usual recruitment timetable.
- 3.4 Gatenby Sanderson was also engaged to recruit to the vacant posts of Strategic Director, Governance and Corporate Services and Strategic Director, Education, Health and Social Care. There was a low response rate for the post of Strategic Director, Education, Health and Social Care and, following interviews by Gatenby and Sanderson, which included a technical adviser, it was decided there were insufficient high calibre candidates to produce a shortlist. Although the post of Strategic Director, Governance and Corporate Services, had attracted much higher numbers, following long-list interviews and testing, it was decided the field was of insufficient quality to produce an appropriate shortlist.
- 3.5 It was agreed that during August and September, Gatenby Sanderson would continue in their search for suitable candidates for the post of Strategic Director, Education, Health and Social Care. However, this has not proved successful. Many candidates considered the role too large and though a couple of experienced candidates were interested, we could not match their expectations in terms of salary. Director posts involving children's social care are perceived as high risk in local government and remain the most difficult job to fill. As Ofsted's recent Annual Report on social care indicates, there is considerable volatility in leadership and 'one in three local authorities has had a change in their director of children's services last year alone'. (Ofsted, 2013)
- 3.6 The Council is committed to recruiting the highest calibre of candidates to all its posts but in particular at senior management level. As a result, a further review has been undertaken to address these recruitment challenges. This

has also taken account of the need to have a Strategic Director post to act as the Council's lead officer on adults' social care. This stems from the complex changes emerging from legislation and from the partnership demands stemming from the developing relationship with health.

4. Proposals

- 4.1 It is recommended that the two posts of Strategic Director, Education, Health and Social Care and Strategic Director, Governance and Corporate Services, be deleted and that they be replaced by two new posts:

Strategic Director, Children and Young People
Strategic Director, Adults

- 4.2 The post of Strategic Director, Children and Young People will be established with management responsibility for the Operational Director, Early Help and Education and Operational Director, Children's Social Care. This post will also carry more general strategic responsibility as a champion for children and young people across all council services.
- 4.3 The post of Strategic Director, Adults, will be established with management responsibility for adult social care. This post will also carry more general strategic responsibility for adults across all council services. The post of Operational Director, Adult Social Care, will be deleted. Although this Strategic Director will lead and manage a department more discrete than the other three, the role and costs of adult social care, and our relationship with health, are central to the development of the Council and will have huge ramifications over the next few years.
- 4.4 The Director of Public Health will move to the Assistant Chief Executive's area which should prove a strong support in developing a stronger corporate and more holistic focus for public health across the council. She will report to the Assistant Chief Executive though will have direct accountability to the Chief Executive for the exercise of the local authority's public health responsibilities.
- 4.5 Although two separate Director posts are being established, the expectation is that their work will be supported by back offices operating as one department.
- 4.6 Subject to agreement to these changes, it is proposed that recruitment to the post of Strategic Director, Adults and the post of Strategic Director, Children and Young People starts with immediate effect with a view to making permanent appointments as soon as possible.
- 4.7 To maintain the number of Strategic Directors at the four agreed in March, 2013, it is recommended that the post of Strategic Director, Governance and Corporate Services, be deleted. Part of the resources for this post will fund the gap in cost between the Operational Director, Adult Social Care and the Strategic Director, Adults. However, given the scale of the Council's transformation agenda and the savings which must be found in the next few

years, it is proposed that the remaining resource should be used for secondments from central government, and possibly elsewhere, to support change by working temporarily on various projects and initiatives.

- 4.8 As a consequence of the deletion of this post, the Operational Director, ICT will report to the Chief Finance Officer; and the Borough Solicitor, to be known as the Director of Legal and Procurement who also retains the statutory Monitoring Officer role, and Operational Director, HR will both report directly to the interim Chief Executive.

5 Implementation

- 5.1 It is recommended that the new structure becomes live, in line with business requirements, no later than March, 2014. Where vacant posts need to be filled, existing acting up arrangements for Children's and Families and Adult Social Care will remain in place until permanent appointments have been made to posts in the new structure.
- 5.2 There is not a requirement to undertake consultation as the significant changes only impact on vacant posts, otherwise changes are only minor and in respect of reporting lines.

6 Financial Implications

- 6.1 The changes outlined in this report will result in a reduction in Brent's permanent staffing establishment of one post overall with a net saving of approximately £130k. The proposal to use some of this money to fund secondments over the next few years to help accelerate change gives the Council more flexibility.
- 6.2 There are no redundancy costs associated with these changes.

7 Legal Implications

- 7.1 The proposed structure ensures compliance with various legislative requirements in respect of statutory posts that the Council is required to maintain. Beyond this, the Council has a wide discretion to create a senior management structure to reflect the current needs of the organisation. The role of monitoring officer will be undertaken by the Borough Solicitor who will be known as the Director, Legal and Procurement.
- 7.2 Given the nature and extent of the proposed restructuring none of the legislation governing change management exercises is engaged and so the changes can be made by decision of this Committee and as described in the report. Similarly, there is no requirement for the Council's Managing Change Policy to be initiated.

- 7.3 The Council is required by various legislations to ensure that certain named posts are always maintained in its staffing structure. These posts are more commonly known as 'statutory posts.' The proposed structure is entirely compliant with the Council's duties in this respect.

8 Diversity Implications

- 8.1 A full and retrospective Equality Assessment was undertaken following approval of the new senior management structure. The additional changes proposed in this report do not adversely impact on any categories of the workforce as deleted posts are vacant.

9 Staffing/Accommodation Implications

- 9.1 Staffing implications are outlined in the body of the report. Subject to the approval of General Purposes Committee to the proposed changes to the senior management structure, trade unions will be consulted after the meeting.

Background Papers

Restructuring the senior management of the Council, GP Report 28 March 2013
Ofsted, Social Care Annual Report, 2012/13

Appendices

Appendix 1 – current structure chart
Appendix 2 – proposed structure chart

Contact Officers

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