



The exemption on item 6 was subsequently lifted following the meeting.

Employment and Appointments Committee

Date: Monday, 25 July 2016

Time: 6.00 pm

Venue: Committee Room 2 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members are asked to consider whether they have any disclosable pecuniary or non pecuniary interests in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES (Pages 1 - 4)

To receive the minutes of the meeting held on 21 September, 2015.

3. CHIEF OFFICER STRUCTURE - THE NEW OPERATING MODEL (Pages 5 - 58)

4. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

5. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED –

That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 1 of Part 1 of Schedule 12A to that Act. The public interest test has been applied and favours exclusion.

6. EXEMPT APPENDIX 10

An exempt appendix to Item 3 - The New Operating Model is attached.

7. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

EMPLOYMENT AND APPOINTMENTS COMMITTEE

Monday, 21 September 2015

<u>Present:</u>	Councillor	AER Jones (Chair)	
	Councillors	P Davies	L Rennie
		G Davies	P Gilchrist
		M McLaughlin	
<u>Deputies</u>	Councillors	D Roberts (In place of AR McLachlan)	
		A Hodson (In place of JE Green)	

1 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Committee were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

2 MINUTES

The Committee were requested to approve the accuracy of the minutes of the meeting of 27 October, 2014.

Resolved – That the minutes of the meeting of 27 October, 2014, be approved.

3 EMPLOYMENT AND APPOINTMENTS PANEL

The minutes of the Employment and Appointments Panel (Chief Executive) meetings held on 24 November, 2014, 16 and 29 January, and 5 and 6 February, 2015; Employment and Appointments Panel (Director of Resources) meeting held on 24 November, 2014 and Employment and Appointments Panel (Head of Specialist Services) meetings held on 10 December, 2014 and 8 and 14 January, 2015 were submitted for information.

Resolved – That the minutes be noted.

4 EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

On a motion by the Chair, seconded by Councillor P Davies it was -

Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of

the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 (in that it relates to an individual) of Part I of Schedule 12A (as amended) to that Act.

Before the public left, the Head of Legal and Member Services informed the meeting that the information in the exempt report might be made public after the meeting. There was no requirement for the matter to go to Council.

The Chair commented that a member of the public, Mr Brace, had asked to address the Committee but this request had been denied and it had been explained to Mr Brace that he could put his comments in writing and this would then be responded to.

5 VOLUNTARY SEVERANCE / EARLY VOLUNTARY REQUIREMENT REQUEST

The Chief Executive introduced a report which sought the Committee's approval to the release of the Strategic Director, Regeneration and Environment. Mr Adderley had requested Voluntary Severance/Early Voluntary Retirement under the terms of the Council's Severance Scheme.

In February 2014, Council agreed to make £9.4m savings from remodelling over two years 2015/16 and 2016/17. Additionally, in February 2015, Council agreed a further £1.5m saving from a reduction in senior management costs in 2015/16. Over the past 15 months 309 employees had left the Council. The Council had sought volunteers for severance/early retirement as part of the remodelling process.

The Regeneration and Environment strategic area included the following services: Waste and Environment, Parks and Countryside, Highways Management, Traffic and Transport, Regulation Trading Standards Environmental Health, Housing and Regeneration, Planning, Building Control and Cultural Services, Strategic Investment and business development. There were three Chief Officers who managed these areas who reported to the Strategic Director and there was a Senior Manager who had responsibility for Strategic Investment. Work had commenced on reviewing the Council's future operating model which would consider the full range of options for delivering services in the most appropriate and cost effective way, focused on delivering outcomes for residents of Wirral in line with the approved Wirral Council Plan.

A report would be brought forward in due course setting out the options and recommendations for the Council's Operating Model. Some changes might be delivered in the short term and some would be phased over a longer period. Whilst, still at an early stage, potential options for changes to service delivery meant that the post of Strategic Director, Regeneration and Environment might no longer be required or the duties required might be significantly

different in any new delivery model. On that basis it was proposed that Mr Adderley's request be approved as a management saving at this stage.

If agreed, an interim structure would be required and it was proposed that the Council's Head of Asset Management / Assistant Chief Executive, David Armstrong, took line management responsibility for posts currently reporting to the Strategic Director, Regeneration and Environment. There were no additional costs associated with this arrangement.

Under paragraphs 5e and 10d and e, Part 3, Schedule 4A, Part 1 of the Scheme of Non-Executive Delegation of Functions to Officers (set out in the Council's Constitution), the Chief Executive had delegated authority to approve the request and interim structure. However, in view of the seniority of this post, it was considered appropriate for the request to be considered by this Committee. This was consistent with paragraph 7 of the above mentioned Scheme of delegation which stated, 'In deciding whether or not to exercise such delegated powers, the Directors should consider whether to consult the appropriate committee Chair and have regard to their views. Officers shall always be entitled to refer matters for decision to the appropriate member body or council where they consider it expedient to do so.'

The report gave details of the severance payment entitlement and the Acting Head of Human Resources and Organisational Development also detailed the approximate cost to the Council of the early release of pension which was £207,000 as a one off payment or £228,000 if paid over five years. This was paid to Merseyside Pension Fund.

The salary saving from deletion of this post would be £150,675 per annum including on-costs.

Responding to comments from Members, the Chief Executive stated that the new operating model for the Council should be ready by October so that discussions on this would be had before Christmas. There would be a relatively short period of time when the interim structure would be in place. Those post holders who would report to David Armstrong in the interim were capable people who could maintain service continuity and delivery during the interim period.

Members considered both direct and indirect implications of approving the request.

Members expressed their sadness at the impending departure of Mr Adderley as he was a highly regarded officer with the Council. There would be a need to ensure the momentum of economic regeneration was maintained.

Councillor Gilchrist expressed his disagreement with the Chief Executive's recommendation. He was thankful to Mr Adderley for the numerous

regeneration projects which had been kept 'alive' by his tenacity during the economic recession but he could not agree with the Early Voluntary Retirement request.

Councillor P Davies stated the Committee needed to base its decision upon the business case which the Chief Executive had made. There would be a significant saving in this senior management post and he acknowledged the need to make sure David Armstrong's interim role was as short as possible. He expressed thanks to Kevin Adderley for the first class job he had undertaken with the authority but acknowledged that there were other opportunities he wished to pursue. He suggested that the Committee records its appreciation for the huge contribution Kevin Adderley had made to the authority and that the request should be agreed. Other members of the Committee echoed the thanks to Mr Adderley expressed by Councillor P Davies.

On a motion by Councillor P Davies, seconded by the Chair, it was –

Resolved (7:1) - That this Committee approves the request for Voluntary Severance / Early Voluntary Retirement made by Mr Kevin Adderley.



LEADER OF THE COUNCIL

COUNCILLOR PHIL DAVIES

EMPLOYMENT & APPOINTMENTS

COMMITTEE

MONDAY 25 JULY 2016

CHIEF OFFICER STRUCTURE (THE NEW OPERATING MODEL)

Councillor Phil Davies, The Leader of The Council, said:

“The past year has seen Wirral Council take rapid steps towards becoming a different organisation; one which is focussed on longer term planning, on being proactive rather than reactive, and on improving outcomes for residents.

We have the Wirral Plan in place, a shared vision for what we will collectively achieve over the next five years. We now have a set of strategies in place which will guide our investments, efforts and work to make sure we achieve our vision. We have developed a new approach to transforming services through a strategic, robust programme.

I am pleased that the Council’s Chief Executive and Head of Paid Service has put forward proposals for a new senior management structure to support the Council’s new operating model. I welcome the opportunity for the Employment and Appointments Committee to consider these proposals”.

1.0 REPORT SUMMARY

- 1.1 This report sets out a proposal for a new organisational structure; a key phase of implementing the new operating model for the Council to enable the organisation to deliver the 20 Pledges for 2020 described within the Wirral Plan.
- 1.2 The operating model is based on three key themes: improving outcomes for residents, securing excellent services and being a well-run organisation. This

initial phase of the model is focussed on an organisational restructure, and will be supported by a new organisational development and culture change programme to further develop the Council's approach and capacity to deliver the Wirral Plan.

- 1.3 The Council's existing senior management structure was implemented in 2012. We now have in place the Wirral Plan, further developed partnerships and devolution. The Council requires a new structure to ensure we have the capacity and resources in the right place to deliver our plans.
- 1.4 Appendix Ten of this report contains information relating to an individual(s) disclosure of which is not considered to be appropriate. Accordingly the appendix is deemed to be exempt from disclosure by virtue of paragraph 1, Part 1 of schedule 12A of the Local Government Act 1972. The Committee will need to give consideration to whether or not the exemption will be maintained having reached its decision.

2.0 RECOMMENDATIONS

- 2.1 The Employment and Appointments Committee is requested to approve the new Chief Officer structure of the Council, detailed in Appendix One (including the deletion, creation and change of roles), with the appointment to those roles as appropriate with effect from 1 November 2016.
- 2.2 To appoint the following senior managers to Chief Officer positions:
 - Alan Evans (Investment and Business Manager) as Strategic Commissioner for Growth
 - Sue Talbot (Schools Commissioning Manager) as Lead Commissioner for Schools
- 2.3 To set up a politically proportionate Appointments Panel, in accordance with the terms of reference set out in Appendix Two, for the following posts to be advertised internally and externally:
 - Transformation Director (Fixed Term contract)
 - Assistant Director: Commissioning Support; and

For the following posts to be advertised internally:

 - Assistant Director: Community Services
 - Assistant Director: Adult and Disability Services (Fixed Term contract)
- 2.4 To agree that the posts specified in 2.3 be advertised as soon as possible following the Employments and Appointments Committee on 25 July 2016.
- 2.5 That the Appointments Panel has the authority to agree the appropriate salary and contract terms for the Transformation Director and Assistant Director: Commissioning Support.

- 2.6 To agree that the Head of Human Resources and Organisational Development be authorised to make and undertake all requisite arrangements necessary for the above internal and external appointments to be made.
- 2.7. To agree to the proposed timetable for external and internal recruitment as set out in Appendix Three.
- 2.8 The Employment and Appointments Committee recommend to Council that the Council's Pay Policy be amended to reflect a change in the title of grade from 'Strategic Director' (Spinal Column Points 1-5) to 'Senior Director' (Spinal Column Points 1-5), as the Strategic Director is to be replaced by the three new senior posts. There are no changes to the salaries for this grade.
- 2.9 It is recommended that before the Council implements the proposed structure on 1 November 2016, there is a review of the framework and details relating to Children's Services, subject to the finding of the OFSTED inspection.

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 The new management structure is proposed by the Chief Executive, following a review of existing arrangements, design of a new operating model and informal and formal consultation process involving senior managers. It is recommended to ensure that the Council has the appropriate leadership and management framework in place to deliver our plans, improve outcomes for residents, change the way the Council works, address the financial challenges and implement a new operating model.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 A review of the Council's current operating model is required to support delivery of the Wirral Plan. The new operating model will focus on customer needs and outcomes through appropriate models of delivery.

5.0 BACKGROUND INFORMATION

Overview of New Operating Model.

- 5.1 The Council's ambition is to be outstanding. Over the past twelve months the Council has been putting the building blocks in place to take it to the next stage of its development. The Wirral Plan has been developed, a shared vision for what the Council will collectively achieve over the next five years. The Council has a set of strategies in place which will guide investments, efforts and work to make sure we achieve the vision. The Council has developed a new approach to transforming services through a strategic, robust programme delivered in partnership.
- 5.2 The proposed new operating model will drive change in how the way the Council works how officers behave and go about their business. It is designed to move the Council towards a new culture, where thinking and designing the Council's approach is based on outcomes for residents, effective partnerships,

insight and evidence – working to achieve a new Wirral, where all public resources and activity are invested in achieving the vision we set in the Wirral Plan.

- 5.3 The Council's plan for a new operating model was shared with the LGA Peer Review team in Autumn 2015 who concluded that it was an appropriate model. The Peer review team endorsed the view that a strengthened transformation capability, a move from short term financial planning to long term alignment of resources to pledges, and an operating model with appropriate capacity, would support the Council to deliver change.
- 5.4 The proposed structure will support the new operating model to deliver excellent services and achieve the right outcomes for the residents of Wirral.
- 5.5 Cabinet agreed the principles of the new operating model on 21 March 2016.

Proposed framework of the New Operating Model

- 5.6 The proposed framework of the new operating model will consist of three main functions:
 - **Strategic Hub:** Delivering Outcomes, with overall accountability for the leadership, direction and effective delivery of the strategic plan and related delivery plans.
 - **Business Services:** to enable the effective and efficient functioning of the Council and the services it commissions.
 - **Delivery:** Delivering Services, leading on designing, negotiating and implementing appropriate delivery options for a range of services.
- 5.7 The new model will also include a **Transformation Office** which will support the delivery of the Council's transformation programmes.
- 5.8 Accountability frameworks will be out in place to ensure that the statutory functions are delivered with work programmes derived from the strategy, transformation programmes and the efficiency reviews.

The Strategic Hub

- 5.9 The Strategic Hub will have accountability for the leadership, direction and effective delivery of the Wirral Plan and related delivery plans. The hub will be centred around the three wheels of the Wirral Plan: People (Adults, Children and Young People, Well-being), Business (Growth) and Environment. To enable the hub to deliver effective strategies it will also comprise of Intelligence, Strategy and Communication functions.
- 5.10 The Strategic Hub will be led by the Executive Director for Strategy, who will provide leadership on the key strategies required to deliver the outcomes for Wirral. The purpose of the hub is to define outcome requirements, strategic direction, engagement of stakeholders and partners, the strategic commissioning of services, ensuring that cutting edge solutions or services are delivered where appropriate within a commercial framework. One of the principles of the hub is about creating the space to lead for our senior leaders

and a focus on strategic outcomes for Wirral not the operational management of services.

- 5.11 A number of new senior management roles have been created by re-organising existing management roles: Head of Intelligence, Head of Strategy and Head of Communication. The Chief Officer posts in the hub include the statutory functions for Public Health, Adults and Children, and Strategic Commissioner roles for Growth and Environment.

Business Services

- 5.12 The Business Services function will be led by the Director for Business Services. The purpose of the role and function is to lead the development and delivery of commercially and performance focused business services for the Council.
- 5.13 The changing nature of the Council requires business services to be delivered differently with different skills and focus. The Council's business services: Finance, Human Resources/Organisational Development, Health and Safety, Law and Governance, Digital Services and Assets will provide commercially viable services, technical advice and will also take a leadership role for the organisational improvement and development strategies.
- 5.14 A key element of the enabling services is Commissioning. A new Assistant Director will lead the development of an integrated function that manages the client role, determined by the strategy and assessment of the required delivery model, the procurement process, managing the market, the provider relationships, ensuring value for money and that the required outputs are delivered to realise the identified strategic outcomes.

Delivery

- 5.15 The Delivery function will be led by the Managing Director for Delivery. The purpose of this role is to lead and manage the Delivery function of the Council, provision of high quality and affordable services and enabling the transition of services into new working arrangements or other appropriate delivery vehicles.
- 5.16 Each service area will be sponsored by a strategic commissioner from the Strategic Hub, who will lead a review of the service for the most appropriate delivery arrangements.
- 5.17 The Managing Director for Delivery will ensure services are delivered to required performance levels, within budgets and are market ready to meet the strategic direction identified.

Transformation

- 5.18 The proposed model sees the development of a Transformation Office to provide expertise in change, programme and project management. That office will be funded by the transformation fund and a new post of Transformation Director is proposed to provide vital leadership for this programme. This post will report directly to the Chief Executive.

The principles of the new structure

- 5.19 The following principles have been applied to the development of the new structure:
- To ensure the Council has the skills and capacity to deliver the right outcomes for the people of Wirral and deliver the Council's plans.
 - To create capacity for strategic thinking, long-term planning and design of services.
 - Separation of roles and responsibilities to ensure that the Council has appropriate resources focussed on delivering excellent services.
 - To create capacity to work in partnership and have a greater influence at local, regional and national level to improve outcomes for Wirral.
 - To enable the Council to be make decisions based on evidence and insight to improve outcomes for our residents.
 - No increase to grade unless there is a significant change to scope and accountability of job role.

Proposed new structure

- 5.20 The proposed new structure will change the requirement for leadership and management roles at the top tiers in line with the delivery of the Wirral Plan.
- 5.21 The three functions will be led by the existing three senior managers.
- 5.22 The Strategic Hub will be led by the Executive Director for Strategy, previously Strategic Director Families and Well-being.
- 5.23 Business Services will be led by the Director for Business Services (and Assistant Chief Executive), previously the Head of Assets and Assistant Chief Executive.
- 5.24 The Delivery function will be led by the Managing Director for Delivery, previously Strategic Director Transformation and Resources.
- 5.25 The current Chief Officer structure (agreed by Employment and Appointments Committee in December 2012) is attached at Appendix Four.
- 5.26 The proposed Chief Officer structure (new operating model), top three tiers, is attached at Appendix Five.
- 5.27 Also attached at Appendix Six is a delivery unit responsibility chart highlighting the functions and areas of responsibility that fall under each Assistant Director (NB: This is not an exhaustive list of teams/services).

5.28 The Council's Chief Officer grades/salaries are attached at Appendix Seven for information. There are no proposals to change salary range attached to each level.

Alignment to the New Operating Model

5.29 The alignment to the new roles in the structure has been undertaken in accordance with the Council's established approach to re-structuring and redundancy policy, ensuring that our business requirements are met, we have the right capacity in the right places and the best fit of skills, experience and knowledge.

5.30 The alignment is based on one of the following:

Change	Process
No direct change to role or grade (or minor changes to duties)	Slot in
New or changed role where duties are similar to current role and/or represent suitable alternative employment if substantive role is being deleted	Slot in subject to Employment and Appointments Committee approval
Newly created role at Chief Officer level (with proposal to be funded by deletion of Senior Management post)	Internal Recruitment process. Appointment by Employment and Appointments Committee Appointment Panel
New Chief Officer post	Internal and External Recruitment process. Appointment by Employment and Appointments Appointment Panel Committee

5.31 A summary of the alignment of roles in the new structure is attached at Appendix Eight

Slot in – higher grade

5.32 Appendix Nine sets out in detail the rationale for the slot in to higher-graded posts.

Redundancy

5.33 There is one proposed redundancy (Head of Housing). The redundancy and pension costs associated with this are attached at Appendix Ten. The costs are calculated in accordance with Council's current severance scheme and access to pension in accordance with Local Government Pension Scheme (reg 30 (7) of the LGPS Regulations 2013).

5.34 It is proposed that duties of post are absorbed by post of Assistant Director: Environmental Services with the Council's housing strategy being led by the Strategic Hub.

Chief Officer Appointment's panel

- 5.35 Subject to agreement by Committee, the Chief Officer posts that require recruitment and selection processes are set out below:

Appointments Panel for Chief Officer (External recruitment process)

- 5.36 Penna Plc will act as the recruitment consultants to support the external recruitment processes under the Council's current contracting arrangements. It is recommended that the following posts are advertised internally and externally:

Transformation Director (D1)

- 5.37 The Council requires a dedicated new role to drive, lead and manage major change. Given our challenges this cannot be incremental. This is a key role. We need an individual with the skill, experience but as importantly drive and ambition to deliver. This will not be a job where an individual develops into the role - they will have a track record of delivering major change.
- 5.38 For costing purposes, at this stage the recommendation for the role of Transformation Director is D1 (£102,580 - £113,977). This is to be funded from the Transformation Fund for two years at which point it will be reviewed.
- 5.39 However, emphasis will need to be on getting the right person for the role in a highly competitive market. The Council will be better able to do that without being constrained by traditional local authority pre-set grades and increments. To attract the right candidate there will need to be some flexibility in both salary and length of contract as this will be a factor.
- 5.40 In view of this, the recommendation is to advertise the role as an attractive package, to ensure that the Employment and Appointments Committee Appointments Panel have a longlist of exceptional candidates to consider for the role. The Committee can take a decision on the remuneration and contract terms prior to any offer of employment being made. The panel will receive advice from the Council's recruitment consultant on relevant market factors to assist with this decision.
- 5.41 In line with guidance under the Localism Act, proposed appointments to posts with remuneration exceeding £100,000 will be subject to a vote at Full Council.
- 5.42 This role will report directly to the Chief Executive.
- 5.43 The Job Description for this role is attached at Appendix 11.

Assistant Director: Commissioning Support (HS2)

- 5.44 This is a new role that will lead the commissioning and contract management of all Council services to achieve effective delivery of the Wirral Plan and provide the best possible commissioning support to the Council and its partners. It is also key in supporting the Council to be more commercial in all of its activities and thinking.

- 5.45 The Council will be reviewing services to identify the most appropriate model of delivery. Where alternative models are identified, the Assistant Director role will work with key stakeholders to develop future support needs and reflect these in contractual arrangements, key performance indicators and quality measures against which providers can be assessed, support and challenge underperforming providers.
- 5.46 The post will ensure the provision of cross cutting commissioning and commercial expertise to support each stage of the commissioning cycle.
- 5.47 The salary range for this post is HS2 (£68,011 - £75,567). The Council requires the right person with experience of managing commissioning, procurement and/or commercial functions, achieving sustainable improvement in value and outcomes and a track record of delivering significant efficiency savings as a result of more effective commercial, contract and procurement practices.
- 5.48 As with Transformation Director, to attract the right candidate there will need to be some flexibility in both salary and length of contract as this will be a factor in a highly competitive market.
- 5.49 In view of this, the recommendation is to advertise the role as an attractive package, to ensure that the Employment and Appointments Committee Appointments Panel have a longlist of exceptional candidates to consider for the role. The Committee can take a decision on the remuneration and contract terms prior to any offer of employment being made. The panel will receive advice from the Council's recruitment consultant on relevant market factors to assist with this decision
- 5.50 This post will report to Director of Business Services.
- 5.51 The Job Description for this role is attached at Appendix 12.

Appointments Panel for Chief Officer (Internal recruitment process)

- 5.52 It is recommended that the following posts are advertised internally as the Council believes there are appropriate skills and experience within the organisation at senior management level.

Assistant Director: Community Services (HS2)

- 5.53 This new post in the proposed Delivery function will have responsibility to lead on designing, negotiating and implementing alternative options in order to drive major improvements and efficiencies, promote innovation and improve customer experience for the following services:
- Community Safety
 - Youth offending
 - Anti-Social behaviour
 - Libraries
 - Domestic Abuse

- Leisure
- Museums/Theatres
- Parks

- 5.54 The right person will have experience of leading the successful delivery of large, complex, inter-related work-streams in order to drive major improvements and efficiencies and have a proven track record of managing and delivering a range of complex programmes and projects leading to improvements in outcomes. Experience of building positive relationships and working across boundaries and in partnership with the public, voluntary and private sector will also be essential.
- 5.55 This post will report to Managing Director for Delivery.
- 5.56 Subject to the outcome of the process, internal recruitment may allow costs of creating the new post to be reduced by deleting a post/restructuring at senior management level once an appointment is made. For costing purposes, we have made an assumption that a senior manager role would be deleted with an approximate saving of £50k
- 5.57 The Job Description for this role is attached at Appendix 13.

Assistant Director: Adult and Disability Services HS2 (Fixed Term Contract)

- 5.58 This new post will lead on designing, negotiating and implementing new delivery models in order to drive major improvements and efficiencies, promote innovation and improve customer experience for the following services:
- All age disability
 - Mental health
 - Older people
- 5.59 This is a qualified social worker post. The postholder will require significant operational management experience of effectively leading health and care services, providing challenge, guidance and support as required, and leading and managing large social care teams. They will also require experience of establishing robust systems for the delivery of effective adult's social care practice and policy.
- 5.60 This is a fixed term post – funded by Transformation Fund due to programme of integration of services with health and future commissioning of these services
- 5.61 This post will report to Managing Director for Delivery.
- 5.62 The Job Description for this role is attached at Appendix 14.

Summary of current post changes

- 5.63 The proposed New Operating Model and Chief Officer structure will result in a reduction of Chief Officer posts from 26 to 21 posts, with a net saving of £348,975 as set out below:

Post Change	Cost impact	Number of posts	Post titles
Posts deleted	-£995,100	9	<ul style="list-style-type: none"> • SD: Regeneration & Environment • SD: Families and Wellbeing • SD: Transformation and Resources • Head of Neighbourhoods & Engagement • Director of Resources • Head of Business Processes • Head of Housing • Head of Asset Management (0.5) • Assistant Chief Executive
Posts created	+ £819,258	7	<ul style="list-style-type: none"> • Assistant Director: Community Services • Strategic Commissioner for Growth • Lead Commissioner for Schools • Assistant Director: Commissioning Support • Managing Director for Delivery • Executive Director for Strategy • Director for Business Services
Posts re-graded	+£34,630	3	<ul style="list-style-type: none"> • Head of Financial Services • Head of Legal & Member Services • Head of Environment & Regulation
Senior Manager posts deleted to fund new posts at Chief Officer	-£207,763	3	<ul style="list-style-type: none"> • Investment and Business Manager (now Strategic Commissioner for Growth) • Schools Commissioning Manager (now Lead Commissioner for Schools) • Senior Manager (successful applicant) (now Assistant Director: Community Services)
Saving	£348,975*		

*This saving has already been allocated to the remodelling savings.

Structure	Posts
Current	26
Proposed	21**
Saving	5

**Excludes fixed term contract posts see paragraph 6.2.

Transitional Plan

- 5.64 The proposed new operating model and Chief Officer re-structure represents a fundamental change to leadership roles and how the Council will deliver services. This will have an impact on senior management roles and also mean that current services areas will be re-organised and aligned in new delivery blocks.
- 5.65 It is anticipated that the organisation will implement all structural changes by 1 November 2016. OFSTED is currently undertaking an inspection in Children's services. Therefore, before the Council implements the proposed structure there will be a review of the framework in line with the findings of the OFSTED inspection.
- 5.66 One of key elements of model is the separation of strategy and delivery and the intention that roles in the Strategic Hub do not have direct line management responsibility for areas they retain a statutory responsibility for.
- 5.67 Public Health already fulfils its statutory obligations through commissioned services. Adult Social Services also has a commissioning model in a number of areas.
- 5.68 Accountability frameworks are being developed to ensure that statutory responsibilities are fulfilled. Work programmes will be agreed. This work is underway. Subject to approval of the proposed structure, this work will continue between Employment and Appointments Committee and full implementation date of the structure in November 2016.
- 5.69 The Council is developing a transitional plan to ensure that all issues arising from the new model and re-organisation of services are picked up. This includes organisational structure and other Human Resources related changes, Digital (IT) changes, budget management responsibilities, asset management and re-location of some staff in line with new arrangements. There will be changes to the Council's schemes of delegation, constitution and governance arrangements arising from the changed roles and management arrangement. There will be a requirement to ensure new contact arrangements are communicated for some public, employee and elected member enquiries.

6.0 FINANCIAL IMPLICATIONS

6.1 The new operating model will generate a saving to the revenue budget of £348,975. This saving has already been allocated to the remodelling savings.

Transformation Fund

6.2 The fixed term posts that have been created will be funded by the Transformation fund for a period of up to two years therefore do not reflect a permanent annual cost to the Council. The costs are as follows:

Post	Cost (including on costs)
Transformation Director	£140,990
Assistant Director: Adult and Disability Services	£93,476
Total	£234,466

7.0 LEGAL IMPLICATIONS

7.1 The Council will ensure that all relevant employment legislation is complied with throughout the consultation, recruitment and selection processes.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

8.1 The savings are set out in the body of the report. Costs are met within existing staffing budgets, or by funds from the Transformation fund.

8.2 The cost of change; internal recruitment process will be managed by Human Resources. External recruitment processes will be managed by Human Resources with the support of the recruitment consultants, Penna Ltd as per the Council's contractual arrangements.

8.3 Delivering our plans will require a change in culture. We will need to think and behave differently and change our approach to successfully transition to new ways of working. This also requires a new model of involvement and engagement with a clear, shared understanding and purpose at all levels of the organisation.

9.0 RELEVANT RISKS

9.1 The new operating model has been designed to ensure that the Council has sufficient capacity to deliver the Wirral plan. Retaining the Council's current structure, based on traditional service blocks, does not provide this capacity and therefore presents a risk to the Council. This was endorsed by the LGA review.

9.2 There is a potential risk arising from the new operating model associated with changing established reporting lines and ways of working. To mitigate this risk,

new accountability frameworks will be put in place to ensure that the statutory requirements are met.

- 9.3 Subject to approval of the proposed structure, a transition plan will be worked through and implemented to ensure the effective planning and management of changes to working arrangements and reporting lines.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 On 22 June 2016 the Chief Executive met with all Chief Officers and senior managers on the staffing implications of the new operating model. A formal consultation period has taken place, including changes to roles and reporting lines.
- 10.2 The Trade Unions have been consulted with as part of this process. This involved a number of meetings with key senior managers including Chief Executive, Strategic Leads, Delivery Leads, Section 151 Officer and Monitoring Officer.
- 10.3 Consultation feedback has been considered by the Chief Executive and reflected in the proposals where appropriate.
- 10.4 The Chief Executive will be undertaking a series of staff roadshows from July 2016 which will include a presentation on the new operating model.
- 10.5 Subject to employment and Appointments Committee the Chief Executive will consult with senior managers affected by the Chief Officer structure.

11.0 EQUALITY IMPLICATIONS

An EIA has been undertaken on the new operating model. This is available at: <http://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2014-15/chief>

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APPENDICES

Appendix	Title
1	Changes to the Chief Officer Structure
2	Proposed Terms of Reference for the Appointments panel
3	Proposed timetable for internal and external recruitment
4	Current Chief Officer structure (as agreed by Employment and Appointments Committee on 20 December 2012)
5	Proposed Chief Officer Structure (New Operating Model)
6	Delivery Unit responsibility chart
7	Chief Officer grade / salaries
8	Staff Alignment Table
9	Rationale for slot in to higher graded posts
10	Redundancy and pension costs for Head of Housing (EXEMPT)
11	DRAFT Job Description – Transformation Director
12	DRAFT Job Description – Assistant Director: Commissioning Support
13	DRAFT Job Description – Assistant Director: Community Services
14	DRAFT Job Description – Assistant Director: Adult and Disability Services

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	21 March 2016
Employment and Appointments Committee	21 September 2015

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Appendix One
Changes to the Chief Officer structure

Changes to Chief Officer Structure

a) Deletion of the following posts:

Post	FTE	Grade
Strategic Director Regeneration and Environment	1.0	SD
Strategic Director: Families and Wellbeing	1.0	SD
Strategic Director: Transformation and Resources	1.0	SD
Head of Neighbourhoods and Engagement	1.0	HS1
Director of Resources	1.0	D1
Head of Business Processes	1.0	HS2
Head of Housing	1.0	HS2
Head of Asset Management	0.5	HS2
Assistant Chief Executive	0.5	SD

b) Creation of the following Posts

Post	FTE	Grade
Managing Director for Delivery	1.0	SD
Executive Director for Strategy	1.0	SD
Director for Business Services (Assistant Chief Executive)	1.0	D1
Assistant Director: Commissioning Support	1.0	HS2*

* See paragraph 5.44 – 5.51 of report

c) Re-designation and grade change of the following Chief Officer posts

Post	Grade	FTE	Proposed Title	FTE	Grade
Head of Financial Services	HS2	1.0	Assistant Director: Finance (S151 Officer)	1.0	HS1
Head of Legal and Member Services	HS2	1.0	Assistant Director: Law and Governance (Monitoring Officer)	1.0	HS1
Head of Environment and Regulation	HS1	1.0	Strategic Commissioner for Environment	1.0	D2

d) Re-designation of the following senior management posts to new Chief Officer posts

Post	Grade	FTE	Proposed Title	FTE	Grade
Investment and Business Manager	EPO12	1.0	Strategic Commissioner Growth	1.0	HS2

Appendix One
Changes to the Chief Officer structure

Schools Commissioning Manager	EPO25	1.0	Lead Commissioner for Schools	1.0	HS2
Senior Manager (TBC)*	TBC	1.0	Assistant Director: Community Services	1.0	HS2

* It is proposed to create Assistant Director Community Services post and, following an internal recruitment process, delete a senior manager post in structure to part fund new post.

e) Re-designation of the following posts (no change to grade)

Current Post	Re-designation	FTE	Grade
Head of Human Resources and Organisational Development	Assistant Director: Human Resources and Organisational Development	1.0	HS2
Head of Delivery	Assistant Director: Health and Care Outcomes	1.0	HS2
Director of Policy, Performance and Public Health	Director for Health and Wellbeing (DPH)	1.0	D2
Head of Transformation (DASS)	Assistant Director: Integrated Commissioning Programme	1.0	HS2
Head of Specialist Services	Assistant Director: Children's Care Services	1.0	HS2
Head of Targeted Services	Assistant Director: Children's Services	1.0	HS2
Director of Adult Social Services	Director for Health and Care (DASS)	1.0	D1
Director of Children's Services	Director for Children's (DCS)	1.0	D1
Head of Regeneration	Assistant Director: Environmental Services	1.0	HS2

f) No change

Post	FTE	Grade
Director of Merseyside Pension Fund	1.0	D1
Chief Executive	1.0	CE

g) Post deleted

Post	FTE	Grade
Head of Housing	1.0	H2

h) Fixed Term Contracts

Assistant Director: Adult and Disability Services (2 Year Fixed Term Contract)	1.0	HS2
Transformation Director (2 Year Fixed Term Contract)	1.0	D1*

* See paragraph 5.37 – 5.43 of report

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Proposed Terms of Reference for the Appointments Panel

The proposed terms of reference for the politically proportionate Appointments Panels, for the purposes of recruitment to vacant Chief Officer posts as identified in the Employment and Appointments Committee report, 25 July 2016 are as follows:

1. To receive applications and consider all candidates and decide on a short list for the following positions:
 - Assistant Director: Community Services
 - Assistant Director: Adult and Disability Services

2. To receive applications and consider all candidates and decide on a long list for the following positions:
 - Transformation Director
 - Assistant Director: Commissioning Support

3. To receive and consider feedback on the long-listed candidates and decide on a short list for the following positions:
 - Transformation Director
 - Assistant Director: Commissioning Support

- 4.1. To form the final interview panel for all roles.

- 4.2 To appoint to the following Chief Officer positions:
 - Assistant Director: Commissioning Support
 - Assistant Director: Community Services
 - Assistant Director: Adult and Disability Services

- 4.3 To make a recommendation to Full Council for appointment of the Transformation Director where the salary of the role is over £100k.

- 5 To agree the appropriate salary and contract terms for the Transformation Director and Assistant Director: Commissioning Support.

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Appendix Three
Proposed timetable for internal and external recruitment

Internal Recruitment to Chief Officer posts

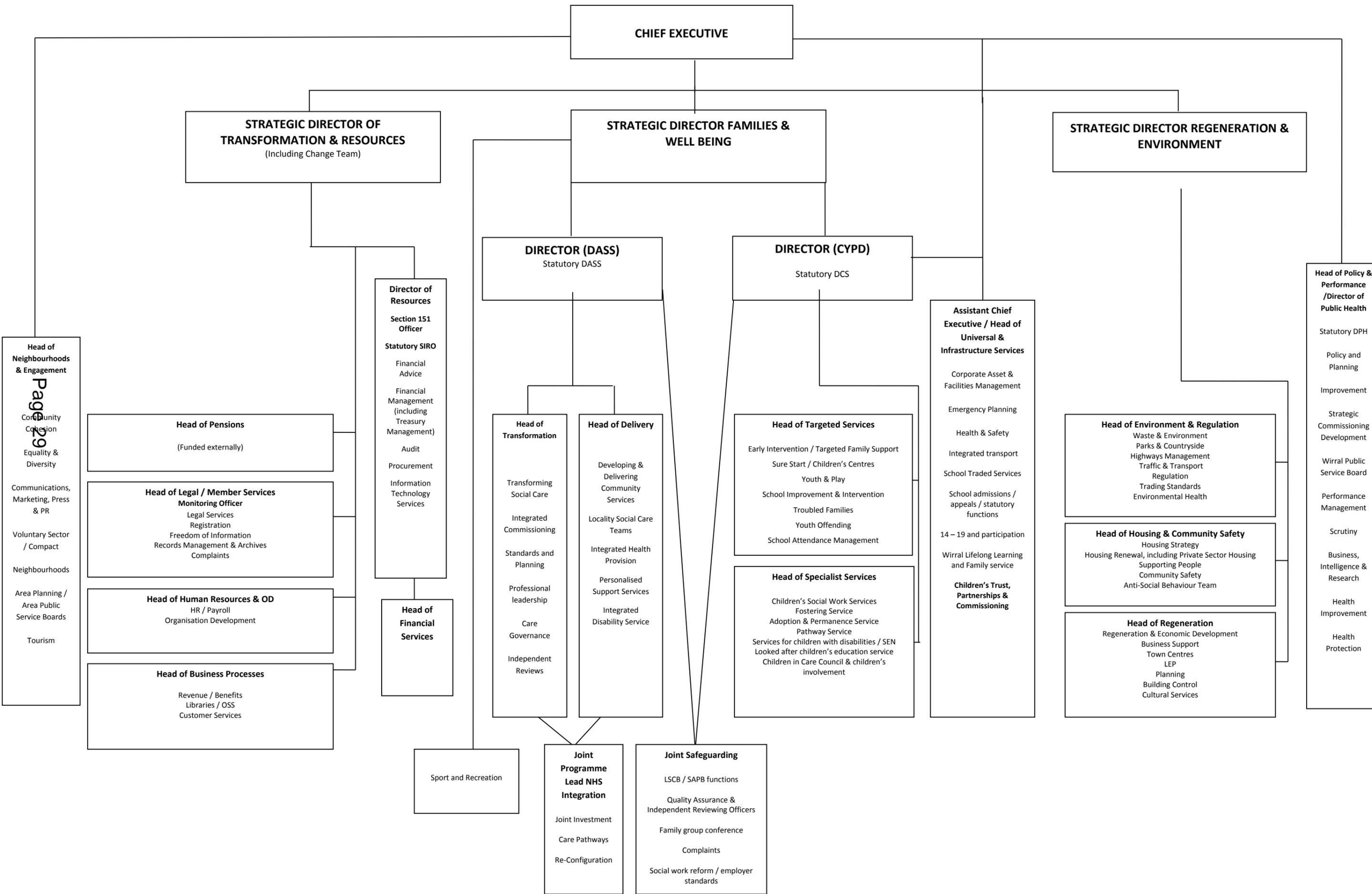
Activity	Assistant Director: Community Services Assistant Director: Adult and Disability Services
Expression of interest placed	26 July
Expression of interest deadline	8 August
Shortlisting (HR, recommendation agreed by Appointment Panel by email)	w/c 8 August
Appointment Panel interviews	w/c 15 August

Internal and external recruitment to Chief Officer posts

Activity	Transformation Director Assistant Director: Commissioning Support
Job advert placed	By 1 August
Advert close	5 September
Appointment Panel longlist meeting	w/c 12 September
Technical Assessments	w/c 19 September
Appointment Panel shortlist meeting	w/c 26 September
Appointment Panel Selection days	w/c 3 October w/c 10 October
Appointment Panel Recommendation to Full Council (Transformation Director)	17 October

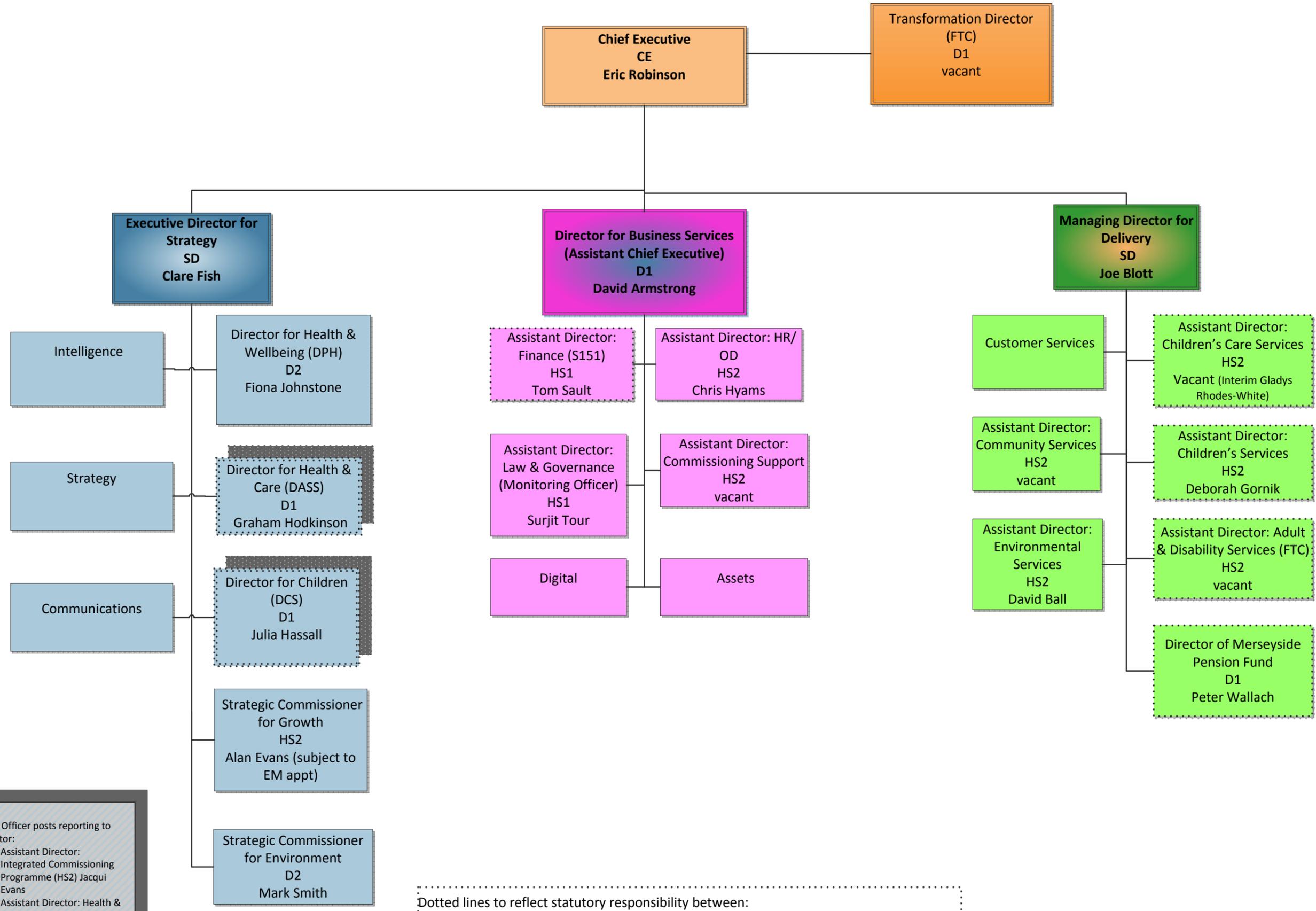
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CURRENT CHIEF OFFICER STRUCTURE (as agreed by Employment and Appointments Committee 20 December 2012)



Page 29
 Head of Neighbourhoods & Engagement
 Community Cohesion
 Equality & Diversity
 Communications, Marketing, Press & PR
 Voluntary Sector / Compact
 Neighbourhoods
 Area Planning / Area Public Service Boards
 Tourism

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Chief Officer posts reporting to Director:

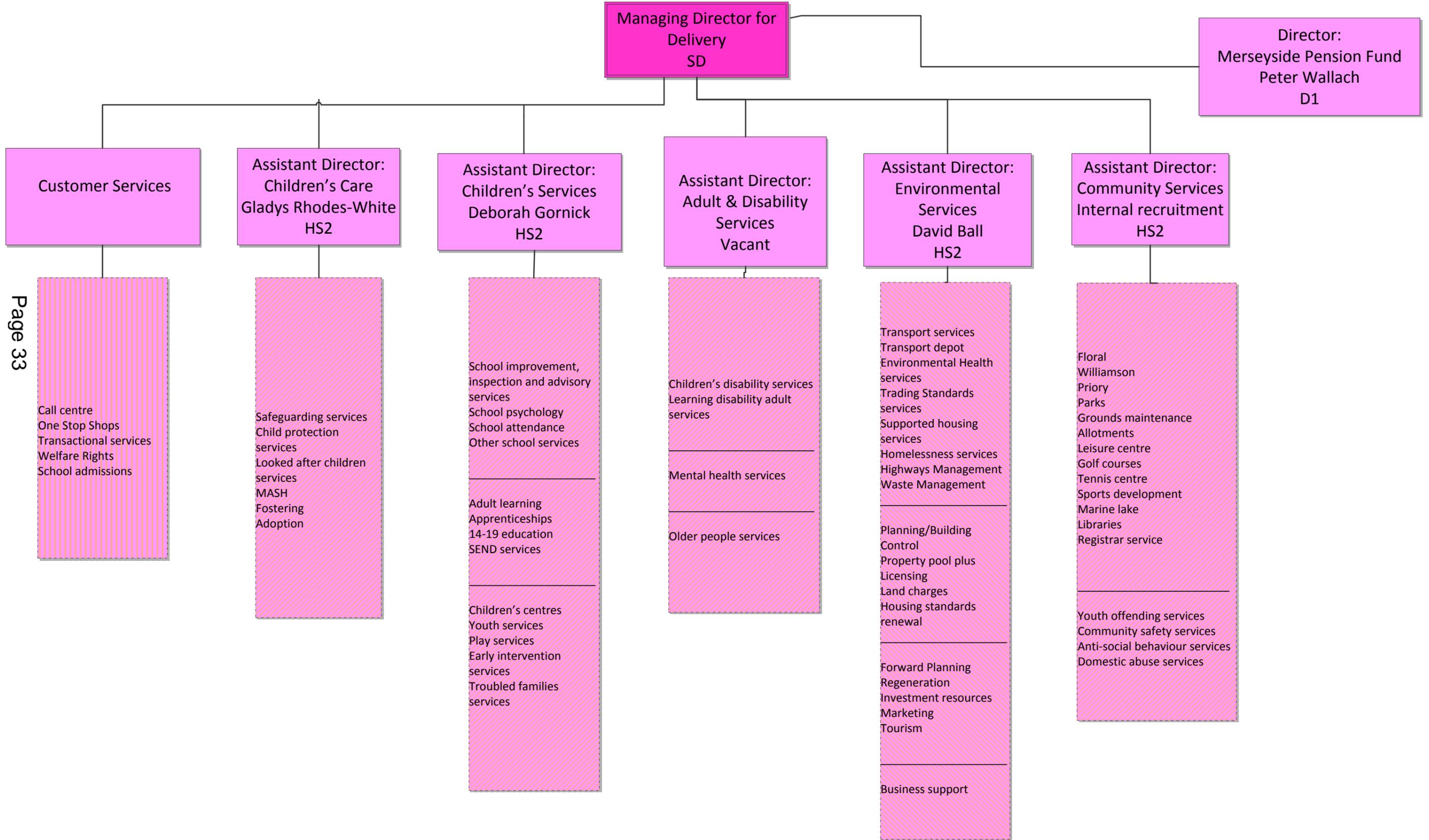
- Assistant Director: Integrated Commissioning Programme (HS2) Jacqui Evans
- Assistant Director: Health & Outcomes (HS2) Chris Beyga
- Lead Commissioner for Schools (HS2) Sue Talbot (subject to EM appt)

Dotted lines to reflect statutory responsibility between:

- Director of Health and Care and AD: Adult and Disability Services
- Director of Children and AD: Children's Care Services and AD: Children's Services
- AD: Finance (S151 Officer) and Director Merseyside Pension Fund

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Delivery



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**Appendix Seven
Chief Officer Grade/Salaries**

**Chief Officer Grade/Salaries
01 April 2016**

	Chief Executive (CE)	Currently – Strategic Director (SD) Proposed - Senior Director (SD)	Director 1 (D1)	Director 2 (D2)	Head of Service 1 (HS1)	Head of Service 2 (HS2)
Salary Range						
01	156,550	110,722	102,580	82,742	78,474	68,011
02	161,600	113,798	105,429	85,040	80,654	69,900
03	166,650	116,874	108,278	87,338	82,834	71,789
04	171,700	119,950	111,127	89,636	85,014	73,678
05	176,750	123,025	113,977	91,935	87,193	75,567

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**Appendix Eight
Staff Alignment Table**

Current Post Title	Current Grade	Post no	Proposed Post Title	Proposed Grade	Selection Process Method
Chief Executive	CE	PP/01/001	Chief Executive	CE	Slot in
Assistant Chief Executive/Head of Assets	SD/HS1	PP/01/002 ED/01/005	Director for Business Services (Assistant Chief Executive)	D1	Delete, create, slot in
Strategic Director: Families and Wellbeing	SD	FW/01/001	Executve Director for Strategy	SD	Delete, create, slot in
Strategic Director: Transformation & Resources	SD	TR/01/001	Managing Director for Delivery	SD	Delete, create, slot in
Strategic Director: Regeneration & Environment	SD	RE/01/001	Post deleted	N/A	N/A
Director of Adult Social Services	D1	SON100001	Director for Health & Care	D1	Redesignate, slot in
Director of Children's Services	D1	ED/01/001	Director for Children	D1	Redesignate, slot in
Director of Resources	D2	TR/01/002	Post deleted	N/A	N/A
Director of Policy, Performance & Public Health	D2	PH/01/001	Director for Public Health & Wellbeing (DPH)	D2	Redesignate, slot in
Head of Delivery	HS2	SON100030	Assistant Director: Health & Care Outcomes	HS2	Redesignate, slot in
Head of Transformation	HS2	SON100020	Assistant Director: Integrated Commissioning Programme	HS2	Redesignate, slot in
Head of Specialist Services	HS2	ED/20/001	Assistant Director: Children's Care Services	HS2	Redesignate, recruitment (TBC)
Head of Targeted Services	HS2	ED/03/001	Assistant Director: Children's Services	HS2	Redesignate, slot in
Head of Neighbourhood & Engagement	HS1	CP/90/001	Post deleted	N/A	N/A
Head of Legal & Member Services	HS2	CP/30/001	Assistant Director: Law & Governance (Monitoring Officer)	HS1	Redesignate, regrade, slot in
Head of Human Resources & Organisational Development	HS2	CP/20/001	Assistant Director: HR/OD	HS2	Redesignate, slot in
Head of Business Processes	HS2	TR/02/001	Post deleted	N/A	N/A
Head of Financial Services	HS2	FN/02/001	Assistant Director: Finance (S151 Officer)	HS1	Redesignate, regrade, slot in
Head of Regeneration	HS2	RE/10/001	Assistant Director: Environmental Services	HS2	Ringfence (2 to 1), Redesignate, Slot in
Head of Housing	HS2	HE/03/002	Post deleted	HS2	Ringfence (2 to 1), Redesignate, EVR/VS
Head of Environment & Regulation	HS1	RE/01/002	Strategic Commissioner for Environment	D2	Redesignate, regrade, slot in
Director: Merseyside Pension Fund	D1	FN/11/001	Director: Merseyside Pension Fund	D1	No change, slot in
Schools Commissioning Manager	EPO25	ED/02/600	Lead Commissioner: Schools	HS2	Redesignate, regrade, slot in, Elected Member appointment
Investment and Business Manager	EPO12	HE/10/100	Strategic Commissioner for Growth	HS2	Redesignate, regrade, slot in, Elected Member appointment

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**Appendix Nine
Rationale for slot in at higher graded posts**

Post	Grade	Proposed post	Grade	Rationale
Head of Financial Services	HS2	Assistant Director: Finance (and S151 Officer)	HS1	Formal recognition of statutory role, increase in responsibility and accountability. This was formerly part of Director of Resources role which is proposed to be deleted.
Head of Legal and Member Services	HS2	Assistant Director Law and Governance (and Monitoring Officer)	HS1	<p>Role formally assumes statutory responsibility of Monitoring officer.</p> <p>This was not part of original Head of Legal and Member Services role. (Director of Law, HR and Asset Management was Monitoring Officer)</p> <p>Head of Legal and Member Services grade was not reviewed when the role of Monitoring Officer was incorporated.</p>
Head of Environment and Regulation	HS1	Strategic Commissioner for Environment	D2	<p>Increase in responsibilities and accountability arising from proposal for Commissioner role including development of a number of key strategies as below:</p> <ul style="list-style-type: none"> • Highways Asset • Management Strategy (statutory) • Wirral (LCR) Strategic Transport Strategy • Leisure Strategy • Housing Strategy

Appendix Nine
Rationale for slot in at higher graded posts

Post	Grade	Proposed post	Grade	Rationale
				<ul style="list-style-type: none"> • Waste management Strategy • Environment Strategy • Community Safety Strategy <p>Retains strategic responsibility for environment and community services which has overlap with the current role.</p>
Investment and Business Manager	EPO12	Strategic Commissioner Growth	HS2	<p>Re-designed role which has greater responsibility and accountability including:</p> <ul style="list-style-type: none"> • Developing and driving growth strategies for Wirral • Act as the lead commissioner to drive the growth agenda • Working closely with stakeholders and partners to deliver positive growth outcomes for Wirral <p>The duties are similar to the current role.</p> <p>Substantive role to be deleted. This also means that post holder is in a potential redundancy situation if not offered the alternative role. The Council has a legal duty to mitigate any redundancy where a suitable alternative role at a comparable level (including higher) is available.</p>

Appendix Nine
Rationale for slot in at higher graded posts

Post	Grade	Proposed post	Grade	Rationale
Schools Commissioning Manager	EPO25	Lead Commissioner for Schools	HS2	<p>Redesigned role which has greater responsibility and accountability including:</p> <ul style="list-style-type: none"> • Developing and delivering the strategy for schools • Ensuring sufficiency of school places, including commissioning of places for children with SEND • Working in strong partnership with schools and regional schools commissioner • Delivering modernised, outcomes driven schools landscape (academisation agenda) <p>The duties are similar to the current role.</p> <p>Substantive role to be deleted. This also means that postholder in a potential redundancy situation if not offered the alternative role. The Council has a legal duty to mitigate any redundancy where a suitable alternative role at a comparable level (including higher) is available.</p>

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**Job Description:** Transformation Director**Job Grade:** D1***Job Purpose:**

- Drive, lead and manage major and complex change at pace to increase efficiency and improved outcomes for Wirral, ensuring involvement and engagement with key stakeholders.
- Work collaboratively with the senior leadership team of the Council and stakeholders to deliver the objectives of the Wirral Plan.
- Work with the political leadership to advise, support, challenge and deliver their vision.

Reports to:

Chief Executive

Key Accountabilities:

- Design, drive and lead the Transformation Programme for Wirral so that it delivers major and complex change to meet Wirral's objectives.
- Provide leadership of the Transformation Programme which articulates a clear and compelling vision of change through the use of evidence based business cases including sound financial analysis and resource implications.
- Provide leadership for the Transformation Programme through an effective and robust programme and project management culture through the Transformation Office.
- Develop and nurture strong, positive relationships with key stakeholders to ensure engagement and delivery of change.
- Ensure excellent and robust governance arrangements across all transformation programmes and projects that support delivery of the Wirral Plan.
- Provide effective change management leadership and support so that the change vision is delivered using innovative solutions.

DRAFT Job Description Transformation Director

- Ensure that the Transformation Programme is resourced effectively through project management and through working effectively with business support services.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Senior Managers and Officers who report to this post.

Knowledge:

- A management qualification at degree level and / or significant experience in organisational leadership and delivering successful transformation programmes.
- In depth understanding of change management strategies, techniques and programmes.
- Detailed working knowledge and understanding of programme and project management methodologies.
- Knowledge of innovative and future based commercial and commissioning solutions and models.
- Knowledge and application of risk awareness and management.

Experience:

- Experience of working at a senior level in a complex environment, managing multiple transformation projects with a range of stakeholders.
- Experience of leading and delivering large scale transformational change and the ability to convey a compelling and engaging vision of change.
- Experience of translating strategy into delivery through plans, programmes, people and culture.
- Experience of implementing or working with innovative commissioning frameworks and approaches.
- Proven track record of strategically aligning financial resources with people resources, ICT and other assets to achieve desired strategic outcomes.

Skills:

- A vision and deep knowledge of what change delivers.
- Ability to work within a political environment.
- Ability to deliver major and complex change at pace, through obstacles.
- Ability to work positively with stakeholders to achieve outcomes and deliver change through people.
- Ability to deliver a programme of Alternative Delivery models.
- Strong leadership credibility to ensure effective performance.

DRAFT Job Description Transformation Director

- Ability to drive business and cultural organisational change.
- Highly developed interpersonal, advocacy and communication skills to be able to work effectively with individuals and a range of stakeholders.
- Strong influencing and negotiation skills.
- Strong commercial awareness and skills.
- Highly developed financial acumen to ensure delivery of savings and generation of income.
- Ability to provide challenge organisational performance to achieve excellence.
- Ability to simplify and explain complex issues to a range of audiences.
- Ability to identify and implement effective systems to monitor performance.
- Ability to develop and encourage innovative ideas to drive improvement.
- Resilient, tenacious and outcome focussed.
- Ability to respond quickly and innovatively to manage and enhance reputation.

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Job Description: Assistant Director: Commissioning Support

Job grade: HS2

Job Purpose:

- Lead the commissioning and contract management of all Council services to achieve effective delivery of the Wirral Plan.
- Provide the best possible commissioning support to the Council and its partners.

Reports to:

Director for Business Services (Assistant Chief Executive)

Key Accountabilities:

- Lead the development of a commissioning approach and framework for all Council services.
- Take overall responsibility for the management of commissioning reviews leading to recommendations for future service delivery.
- Ensure co-ordinated, multi-agency planning and commissioning mechanisms are in place, ensuring effective involvement and engagement in service review, development, commissioning and monitoring.
- Ensure systems of quality assurance are in place/planned for potential or commissioned services.
- Manage the budgets for agreed commissioned services, ensuring compliance with contractual arrangements and agreed service specification and standards.
- Ensure the provision of cross cutting commissioning and commercial expertise to support each stage of the commissioning cycle.
- Work with key stakeholders to develop future support needs and reflect these in contractual arrangements, key performance indicators and quality measures against which providers can be assessed. Support and challenge underperforming providers.
- Develop leading edge outcome based specifications, consistent contract performance and quality management.

DRAFT Job Description AD: Commissioning Support

- Challenge conventional local government approaches to enable the organisation to drive greater efficiency and effectiveness through the development of best practices and innovative commissioning, contracting, market development and resource management.
- Build and maintain effective business relationships with providers, partners and stakeholders to ensure the intended outcomes and maximum value is achieved in a sustainable and affordable way.
- Manage the budget associated with this post. The budget will be set out in the Accountability Statement.
- Manage Senior Managers and Officers who support this post.

Knowledge:

- A relevant qualification at degree level or equivalent and/or significant experience in commissioning support/management.
- A proven understanding of the value of commissioning.
- A detailed understanding of the legal, regulatory frameworks relating to commissioning, procurement and contracting decisions.
- A proven understanding of how to deliver commercially within a complex environment.

Experience:

- Experience in commissioning, contracts and commercial development.
- Experience of carrying out commissioning reviews.
- Evidenced experience in management of commissioning, procurement and/or commercial functions and of achieving sustainable improvement in value and outcomes.
- Substantial track record of successful implementation of complex commissioning programmes with multiple stakeholder engagement.
- Demonstrable record of delivering significant efficiency savings as a result of more effective commercial, contract and procurement practices.
- Experience of working at a senior level.

Skills:

- Ability to analyse and interpret complex commissioning issues, information and data to inform the commissioning process.
- Strong commercial mindset and skills and business acumen.
- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect.
- Ability to simplify and explain complex information to a range of audiences.

DRAFT Job Description AD: Commissioning Support

- Ability to identify, implement and manage effective systems to monitor contracts and performance.
- Ability to gain maximum value for the Council and partners by working effectively and positively with providers.
- Resilient, tenacious and outcome focussed.

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**Job Description:** Assistant Director: Community Services**Job Grade:** HS2**Job Purpose:**

Lead and manage delivery of excellent services. Lead on the programme for implementing new delivery models for the services, with a focus on ensuring that effective provision is maintained and improved, driving major transformation and efficiencies, promoting innovation and improving customer experience.

Key service areas*:

- Community Safety
- Youth offending
- Anti-Social behaviour
- Libraries
- Domestic Abuse
- Leisure
- Archives
- Museums/Theatres
- Parks

*The service areas, with accountabilities, will change with transformation. Flexibility is required to manage capacity.

Reports to:

Managing Director for Delivery

Key Accountabilities:

- Work closely with stakeholder and partners to:
 - Provide community based services and a vibrant cultural offer that supports residents to live active, healthy lives.
 - Ensure communities are engaged in developing and maintaining a healthy, safe and unified environment.
 - Ensure effective safeguarding services are in place to protect vulnerable children and adults, including zero tolerance to domestic violence.
 - Ensure community services are joined up and accessible.

DRAFT Job Description AD: Community Services

- Develop robust business plans for services as they transition, considering the implications for staffing levels, facilities and other resources to support service delivery.
- Work with the Strategic Hub to identify, evaluate and develop commercial opportunities.
- Develop and implement innovative business and service models that will deliver greater efficiency, high performance, greater citizen choice and commissioning based outcomes.
- Ensure effective governance arrangements, financial health, service levels and long-term performance of any alternative delivery models.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Senior Managers and Officers who report to this post.

Knowledge:

- A relevant qualification at degree level or equivalent and/or significant experience in operational service management.
- Strong commercial awareness and focus.
- An awareness of the current issues, legislation and statutory frameworks affecting service delivery in the relevant services.
- An understanding of working within a political environment.

Experience:

- Leading the successful delivery of large, complex, inter-related work-streams in order to drive major improvements and efficiencies.
- Proven track record of managing and delivering a range of complex programmes and projects leading to improvements in outcomes.
- Demonstrable experience of building positive relationships and working across boundaries and in partnership with the public, voluntary and private sector.
- Experience of designing and delivering service and business models that respond to the needs of the community.

Skills:

- Ability to identify commercial trends and developments to maximise opportunities and realise improvements and efficiencies.
- Ability to lead and drive the implementation of change across a diverse range of services.

DRAFT Job Description AD: Community Services

- Ability to work across service boundaries in order to engage key stakeholders in shaping future service models.
- Highly developed interpersonal, negotiating and influencing skills.

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**Job Description:** Assistant Director: Adult and Disability Services**Job Grade:** HS2**Job Purpose:**

Lead and manage delivery of excellent services. Lead on the programme for implementing new delivery models for the services, with a focus on ensuring that effective provision is maintained and improved, driving major transformation and efficiencies, promoting innovation and improving customer experience.

Key service areas*:

- All age disability
- Mental health
- Older people

*The service areas, with accountabilities, will change with transformation. Flexibility is required to manage capacity.

Reports to:

Managing Director for Disability

Key Accountabilities:

- Work closely with stakeholders and partners to:
 - Develop and implement robust arrangements to monitor the timeliness and quality of social care practice to ensure older people live well.
 - Ensure people with disabilities live independent lives.
 - Develop and deliver a coherent, integrated framework, in partnership with the NHS partners and other agencies, ensuring the most appropriate care arrangements.
 - Ensure effective support arrangements are in place for mental health related conditions.
- Develop robust business plans for services as they transition, considering the implications for staffing levels, facilities and other resources to support service delivery.
- Work with the Strategic Hub to identify, evaluate and develop commercial opportunities.

Appendix 14

DRAFT Job Description AD: Adult and Disability Services

- Develop and implement innovative business and service models that will deliver greater efficiency, high performance, greater citizen choice and commissioning based outcomes.
- Ensure effective governance arrangements, financial health, service levels and long-term performance of any alternative delivery models.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Senior Managers and Officers who report to this post.

Knowledge:

- A qualified social worker with significant operational management experience.
- Strong commercial awareness and focus.
- A thorough understanding and practical knowledge of current social care issues, legislation and statutory frameworks affecting adult's services.
- A comprehensive understanding of the complexities of risk as it applies to adults and safeguarding.
- An understanding of working within a political environment.

Experience:

- Experience of effectively leading health and care service, providing challenge, guidance and support as required, and leading and managing large social care teams.
- Experience of establishing robust systems for the delivery of effective adult's social care practice and policy.
- Proven track record of managing and delivering a range of complex programmes and projects in adult's social care.
- Leading the successful delivery of large, complex, inter-related work-streams in order to drive major improvements and efficiencies.
- Proven track record of managing and delivering a range of complex programmes and projects leading to improvements in outcomes.
- Demonstrable experience of building positive relationships and working across boundaries and in partnership with the public, voluntary and private sector.
- Experience of designing and delivering service and business models that respond to the needs of the community.

DRAFT Job Description AD: Adult and Disability Services

Skills:

- Ability to identify commercial trends and developments to maximise opportunities and realise improvements and efficiencies.
- Ability to lead and drive the implementation of change across a diverse range of services.
- Ability to lead and manage teams to ensure that efforts are focused on meeting the needs of service users, carers, partners, customers, and the Council.
- Ability to work across service boundaries in order to engage key stakeholders in shaping future service models.
- Highly developed interpersonal, negotiating and influencing skills

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Agenda Item 6

Appendix Ten Redundancy and pension costs EXEMPT

Redundancy and pension costs Head of Housing

This appendix contains information relating to an individual(s) disclosure of which is not considered to be appropriate. Accordingly the appendix is deemed to be exempt from disclosure by virtue of paragraph 1, Part 1 of schedule 12A of the Local Government Act 1972.

The Committee will need to give consideration to whether or not the exemption will be maintained having reached its decision.

Entitlement	Cost
Severance	£55,795 (one off payment)
Pension release	Paid over 5 years £169,782 (based on actual cost of £154,502)

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