

Employment and Appointments Committee – 5 March 2019

REPORT TITLE	CHIEF OFFICER STRUCTURE
REPORT OF	THE CHIEF EXECUTIVE

1.0 REPORT SUMMARY

- 1.1 This report sets out proposed changes to the Council's Chief Officer structure.
- 1.2 The Council Budget for 2019/20, to be debated by the Full Council on 4 March 2019, contains a projected saving of £1.5m from senior management costs. The proposals within this report will allow the organisation to immediately realise £240,000 of these savings, while at the same time ensuring adequate leadership capacity remains in the organisation.
- 1.3 The proposals include accepting a request for Voluntary Severance / Early Retirement from a chief officer, which provides the opportunity to create a more streamlined structure at Director level, which in turn provides financial savings for the organisation. Subject to the Committee's agreement of this proposal, the functions currently led by this Chief Officer would be reorganised within the Council.
- 1.4 The number and type of roles required at management level are continually under review and must constantly evolve to reflect the changing organisation and external environment. At the same time the financial challenges for the Council remain significant and we need to ensure that resources are managed efficiently at senior level and opportunities to reduce senior management costs are explored.
- 1.5 This report proposes an overall saving of approximately £240,000 from the Chief Officer structure. This is in addition to savings delivered in 2017/18, where approximately £750,000 savings were achieved through the deletion of senior management posts and in 2018/19, where an organisational wide voluntary redundancy/early voluntary retirement exercise was undertaken which will achieve £600,000 savings at senior management level in

2019/20. Over the past three years, therefore, senior management costs will have reduced by more than £1.5m.

- 1.6 Notwithstanding the proposed financial benefit, great care has been taken to ensure it is the right decision for the Council and the services we provide and commission for residents. The proposals within this report set out how we would reduce our senior management costs while ensuring strong leadership remains in place on the important services in scope. We have balanced our duty to give due consideration to the individual's request for severance, without compromise to the maintenance of strong and visible leadership across this important range of services.
- 1.7 This report contains information that is attributed to individual officers and in particular their financial and/or business affairs, and therefore is exempt by virtue of paragraph(s) 1 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972. The public interest test has been applied and it favours the exemption being applied.

2.0 RECOMMENDATIONS

The Employment and Appointments Committee is requested:

- 2.1 To approve the request for Voluntary Severance/Early Voluntary Retirement of the Acting Corporate Director of Strategy and Partnerships.
- 2.2 To approve the revised Chief Officer structure for the Council.
- 2.3 To authorise the Chief Executive to consult with the Strategic Commissioner: Environment about the proposed deletion of the post and the proposed redeployment to Assistant Director: Place (AD1) as a suitable alternative role in the structure in accordance with the Council's procedures.
- 2.4 To approve the deletion of the Deputy Director of Public Health post and approve the appointment of the current Deputy Director into the Director post (Director 2 on the Council's pay scales) subject to confirmation by Public Health England.
- 2.5 To approve the creation of post of Lead Commissioner: Safer Wirral Service at Assistant Director 1 level on the Council's Chief Officer pay scales and to commence a recruitment process for that post.
- 2.6 To approve the change in grade of Assistant Director: Commercial Management from AD2 to AD1 on the Council's Chief Officer pay scales.

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

3.1 The revised Chief Officer structure is proposed by the Chief Executive for the following reasons:

To grant the request for Voluntary Severance/Early Voluntary Retirement from the Acting Director of Strategy and Partnerships, and in doing so:

- Enable further savings from senior management
- Respond effectively to the evolving nature of the Council's operating model
- Provide a clear framework and accountability for the delivery of services

4.0 OTHER OPTIONS CONSIDERED

4.1 No other options are being considered at this time.

5.0 BACKGROUND INFORMATION

5.1 The current Council structure is illustrated in Appendix 1.

5.2 The proposed structure is illustrated in Appendix 2

5.3 The costs of structure are shown at Appendix 3 and the Chief Officer pay grades are shown at Appendix 4.

Strategy & Partnerships

5.4 The Acting Director of Strategy and Partnerships has requested Voluntary Severance/Early Voluntary Retirement.

5.5 We have a duty to consider the request and determine whether there is a case to delete this post to realise savings. The request has provided an opportunity to formally review the functions and structure in this area and is timely as we have already made some temporary changes within this area to meet changing organisational requirements.

5.6 The key functions in this area are public health, strategy, the Wirral Intelligence Service, Commissioning of Environmental Services, Commissioning of Community Safety and the Safer Wirral Hub, Emergency Planning and Communications.

5.7 Following a review, it is proposed to dissolve this function, considering the various services in the area can be managed by a combination of Business Management, Children's Services and the Chief Executives' office.

5.8 It is proposed the post of Strategic Commissioner: Environment in this function is also deleted subject to consultation. This is a Director Level 2 post, as an outcome of this re-organisation is no longer required. The postholder has been undertaking a temporary role within the Delivery function managing Highways and associated

services following the transfer of those services back to the Council in October 2018.

- 5.9 The cost associated with the redundancy and pension release for the Acting Corporate Director of Strategy and Partnerships are set out in Appendix 5.
- 5.10 The commissioning of Community Safety Services in partnership with Merseyside Police is currently managed at senior management level by the Head of Community Safety and Transport Services. The Safer Wirral Hub has been effective and is delivering much improved outcomes for local people since its inception in 2017.
- 5.11 It is proposed to establish a new role of Lead Commissioner Safer Wirral Service at Assistant Director 1 level. It is proposed that this post will report to the Director of Children's Services and will build on the successful work undertaken with partners over the past two years to establish the Safer Wirral Hub and use the platform it provides to develop and expand services in future. It is proposed that an internal recruitment process is undertaken with an elected member appointment panel as this may provide scope for further senior management savings, whilst retaining the option for an external process if required.
- 5.12 The Acting Director Strategy of Partnership has a substantive post, as the Director of Public Health. This post has been covered by the Deputy Director of Public Health for the past three years.
- 5.13 It is proposed to delete the Deputy Director of Public Health post (NHS Grade 8d) and confirm the Deputy Director to the Director of Public Health post on a permanent basis. This is a statutory post at Director 2 level on the Council's chief officer pay scales. Public Health England are aware of the Council's intentions on this issue and subject to approval of this committee we will commence due process with them to confirm the appointment.
- 5.14 It is proposed that the Director of Public Health will report to Director of Health and Care in the Integrated Delivery Hub.

Business Management

- 5.15 The Business Management directorate covers all of the corporate functions and enabling services. There are currently three Directors reporting to the Corporate Director within this area including two statutory roles S151 and Monitoring Officer.
- 5.16 It is proposed that the Assistant Director: Commercial Services will manage the Wirral Intelligence Service and also assume additional responsibility for commissioning key environmental contracts and services and work across Liverpool City Region and our partners to drive the best outcomes for the Council. In view of the increased job size and responsibilities of this post, the grade has been reviewed and it is proposed to be AD1 level accordingly.
- 5.17 The Communications and Policy and Strategy functions that are currently within Strategy and Partnerships will move under Business Management.

Delivery Services

- 5.18 The AD Place Services post is currently vacant. As set out in paragraph 5.7 the Strategic Commissioner for the Environment has been managing the majority of these services on a temporary basis following the transfer of the Highways Service back to the Council. It is proposed that Community Transport, Transport Maintenance and some elements of Housing delivery are transferred to form part of this functional area. In view of the increased job size and responsibilities of this post, the grade has been reviewed and is proposed to be AD1 level accordingly
- 5.19 Subject to a period of consultation, it is proposed to confirm the position of the Strategic Commissioner for Environment into AD Place Services on a permanent basis to ensure stability, minimise risks to service delivery and ensure these key services have the appropriate leadership arrangements in place. This is considered to be a reasonable alternative role for the purposes of redeployment, subject to consultation and transitional pay arrangements in accordance with Council procedures.
- 5.20 Further work is being undertaken to look at which services which will form part of the Safer Wirral Service (see paragraph 5.11)

6.0 IMPACT UPON EXISTING ROLES

- 6.1 As part of the chief officer restructure following posts will be deleted:

Job Title	Grade
Corporate Director of Strategy and Partnerships	Director 1
Deputy Director of Public Health	NHS8D
Strategic Commissioner: Environment	Director 2

NEW AND CHANGED ROLES WITHIN THE STRUCTURE

- 6.2 As part of the chief officer restructure and as outlined in Section 5, the following new roles and changes to roles going forward:

Current Job Title	Proposed Job Title	Change	Grade
	Lead Commissioner: Community Safety Service	New post	Assistant Director 1
Strategic Commissioner Environment	Assistant Director: Place Services	Confirmation of temporary arrangements	Assistant Director 1

		and redeployment of individual	
AD Commercial Management	AD Commercial Management	Additional responsibilities and functions	Assistant Director 1

7.0 LEGAL IMPLICATIONS

- 7.1 The Council will ensure that any restructuring is undertaken in accordance with relevant policies and meets its obligations under employment law.
- 7.2 Section 7 of the Local Govt and Housing Act 1989 requires that all local authority staff are to be appointed on merit. Part 4G of the Council's Constitution, the Officer Employment Procedure Rules, sets out the process of appointment for chief and deputy chief officers.
- 7.3 The Council's redundancy and redeployment policy states that an employee's duties must match a new post by at least 70% in order to be slotted in to that post and that they are the only ringfenced candidate at risk who has such a match.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 The resource implications are set out within the report and appendices.

9.0 RELEVANT RISKS

- 9.1 That the Committee does not support the proposals made by the Chief Executive and that opportunities to streamline the chief officer structure and realise the identified savings is slowed down or lost.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 There will be a period of consultation with staff affected in line

11.0 EQUALITY IMPLICATIONS

- 11.1 The council will comply with all applicable Equality Act 2010 obligations.

REPORT AUTHOR: **Eric Robinson**
Chief Executive
 telephone: (0151) 691 8589 email:
 ericrobinson@wirral.gov.uk

APPENDICES

Appendix	Title
1	Current Chief Officer Structure
2	Proposed Chief Officer structure
3	Structure costs
4	Chief Officer Pay Scales
5	Voluntary Redundancy Request

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment & Appointments Committee	6 March 2018