

CONSULTATION DOCUMENT

Proposed Senior Management Restructure

27th January 2015

Notwithstanding significant budget reductions in recent years the senior management structure and focus within the Council has remained much the same and fairly traditional - recognising People and Place as distinct front line services with Operations and Finance mostly providing strategic and support services.

Responsibility has been allocated to four Directors (including Public Health since 2013) and seven Executive Heads (reduced from nine following the deletion of Planning and Business Services Executive Head posts in 2014).

Budget reductions in 2014/15 and 2015/16 alone amount to £24m (19%) with 120 staff lost in 2013 (9.25%) and a further 103 in 2014 (9.12%).

For the most part the recent reductions have been achieved through 'salami slicing' existing budgets and services rather than efficiency savings, which are becoming increasingly harder to find. It is obvious that this approach is not sustainable.

The forecast budget shortfall in 2016/17 is estimated to be in the region of £13.8m with further government cuts expected over the following two years also.

The medium term solution requires a new and radical nationwide approach to how local public services are organised and funded or a significant increase in local taxation. This document does not seek to set out such options in detail but contains a number of proposals which can be implemented locally and with immediate effect to improve service delivery, flexibility and resilience.

The Senior Leadership Team (SLT) has been commenting on a first draft of this document, and this has resulted in some initial changes being made to the proposals. In addition this document has been expanded to provide further clarity and explanation. Wider consultation is now extended to senior members of staff (Tiers 1 - 4).

Rationale for change

The current Senior Leadership Team structure has been reducing in size over the last five years. Changes that took place in 2012 saw a reduction in Directors hours and in 2013, the Council took the decision to reduce the Head of Paid Service to 0.8FTE. At Executive Head level, the structure has also reduced in Spatial Planning and Business Services. Despite the gradual reduction in the number of Directors and Executive Heads, the Council as a whole faces the need for further budgetary reductions. As such, the Senior Leadership Team is no exception.

The existing Senior Leadership Team has identified that the Council will need to radically develop its partnership arrangements with other providers and authorities if it is to survive.

Such arrangements may include combined authority agreements for specific services, shared services, outsourcing and in some cases the complete cessation of activity. Working with the third sector will become the norm.

The Council must also embrace the available technological advances which are affordable and a simplified management structure will help to reduce the artificial barriers that can prevent full integration and cooperation. This shift needs to be driven and the recommendations within this report will empower our Information Technology specialists.

The current structure sees the part time Executive Director and Head of Paid Service managing eight direct reports at both Director (four) and Executive Head (four) level in addition to the political interface. This is not an ideal management arrangement, particularly as this means that some Executive Heads report directly to the Executive Director, and some do not.

The current leadership structure is a fairly flat one (which is good) but one which is broad and can lead to self interest, which occasionally inhibits sharing at an operational level and which has the potential to distort the prioritisation of resources.

Whilst not wishing to overstate the concern, it might be argued that the full benefits that are normally associated with a flat structure are not always obtained presently and that a significant portion of the daily activities of some senior managers consists of serving as intermediaries between the Mayor, Executive Leads, SLT, middle managers and staff.

A flat organisational structure should minimise bureaucracy and make employees more productive by empowering them to make decisions.

This consultation paper has been developed over time and with careful consideration to the future needs of the organisation. The structure seeks to focus on the introduction of two key teams namely the Joint Commissioning Team and the Joint Operations Team.

The proposed management structure generates a reduction in both the number of Directors and Executive Heads and reduces the number of direct reports into the Executive Director from eight currently, to five. The structure sees the creation of two new Assistant Directors posts who will head up the Joint Operations Team and the loss of one Director and three Executive Head posts.

The proposed management structure will generate senior management savings of approximately £200,000 pa (15.41%) but it is primarily intended to prepare for further radical changes in how Local Authorities will need to operate in the future based on current fiscal projections.

Joint Commissioning Team

We have been working on the principle of a Joint (Adults and Children's) Commissioning Team for some time. Progress has been slowed recently by some significant changes within partner organisations.

Within this document it is proposed to create a genuine joint team comprising of the three Directors of Children's, Adults and the newly agreed joint appointment of Director of Public Health. It is proposed that the Directors and their combined teams should co-locate in Tor Hill House and where permissible share budgets, 'commissioning' staff and expertise.

The primary purpose of the Joint Commissioning Team will be to further advance partnership working across Statutory functions and achieve a single joint commissioning plan across the respective services, investing in prevention, avoiding 'cost shunts' and optimising value for money through innovative best practise and partnership working. The predominant themes will be commissioning and efficiency through partnership.

The Torbay Housing Strategy and the commissioning of housing solutions will be delivered by the Joint Commissioning Team. In addition, the Joint Commissioning Team and Director of Adult Services, will also commission both Healthwatch and the NHS Complaints Advocacy as they align more to Public Health and Adult Social Care activities than Community Safety.

The appointments process for the Director of Public Health (a shared post with the Clinical Commissioning Group) is on-going and likely to be advertised in February with the appointment being made by the Employment Committee, CCG, Public Health England and the Faculty of Public Health following interviews in April.

Managed by the Director of Children's Services there will be the newly titled Assistant Director Children's Safeguarding. This post has been recently advertised and the successful candidate will commence work on 1st March.

From a strategic positioning perspective deeper integration within Torbay Council will improve our joined up approach and make it possible to further integrate externally with the Clinical Commissioning Group and/or others and the new Integrated Care Organisation.

Joint Operations Team

All other services will be provided by the Joint Operations Team which will be led by the Executive Director of Operations and Finance.

It is proposed that the Executive Director will have two reports on this side of the structure, an Assistant Director of Customer Services and Community Safety and an Assistant Director of Corporate and Commercial Services. Three existing Executive Heads will report to the Assistant Directors and be accountable for performance and delivery.

Three distinct service delivery teams are envisaged:

- Customer Services
- Resident and Visitor Services
- Corporate and Commercial Services

Customer Services

Most individual customer requirements will be managed through a universal Customer Services team, which will incorporate Revenue & Benefits and Registrars. The emphasis will be on 'one and done' and self service (web based delivery) with a local call centre and outlets giving flexibility to those who cannot access services any other way. The service will be underpinned by technology. All services within the Council will utilise this capability.

As the Council reduces in size and services are delivered through a variety of partners, including the third sector, it is proposed that our residents should primarily be served by a Torbay Council controlled and locally resourced Customer Services team. A single customer service portal will not only improve efficiency but also provide resilience as other service channels are reduced.

Resident and Visitor Services

Services which are provided to the community (or individual communities) will be delivered by the Residents and Visitor Services team e.g. Highways and Street Scene, Road Safety, Sport and Leisure, Culture and Environment (including Music, Museums and Libraries) and the commissioning of services provided by TOR2, TCCT and ERTC. Pending the outcome of the Place based review, others services (for example some of the Planning functions) may sit within this service either temporarily or permanently.

The Assistant Director Customer Services and Community Safety will be strategically responsible for both of the above services together with Community Safety and Housing Options teams, with two Executive Heads in charge of day to day operational delivery. The Executive Head responsibilities will not change significantly.

The person specification for the new Assistant Director post has been tailored to put emphasis upon the Council's on-going statutory functions and Community Safety in particular.

Corporate and Commercial Services

This team will comprise of the existing Commercial and Business Services teams together with other services that contribute significantly to the Council's revenue or have the potential to be developed e.g. Resort Services. This new team in particular will adopt commercial working practices stripping out all unnecessary bureaucracy.

Core businesses will be developed in-house or within 'arms length' companies, such as the Torbay Development Agency, whilst other services are likely to be outsourced. Arms length companies and those in which the Council has an equity stake will be accountable (from a growth and financial performance perspective) to the Assistant Director and/or Executive Director of Operations and Finance.

It is proposed that the Section 151 Officer statutory duties will be assigned to a suitably qualified finance manager rather than an Executive Head. The Section 151 Officer will report to the Assistant Director Corporate and Commercial Services but also have direct access to the Executive Director and the Mayor.

The predominant theme of the Corporate and Commercial Services will be one of entrepreneurial drive and efficiency, which is now necessary to maximise income and minimise expenditure recognising the severe financial pressures upon the authority. This

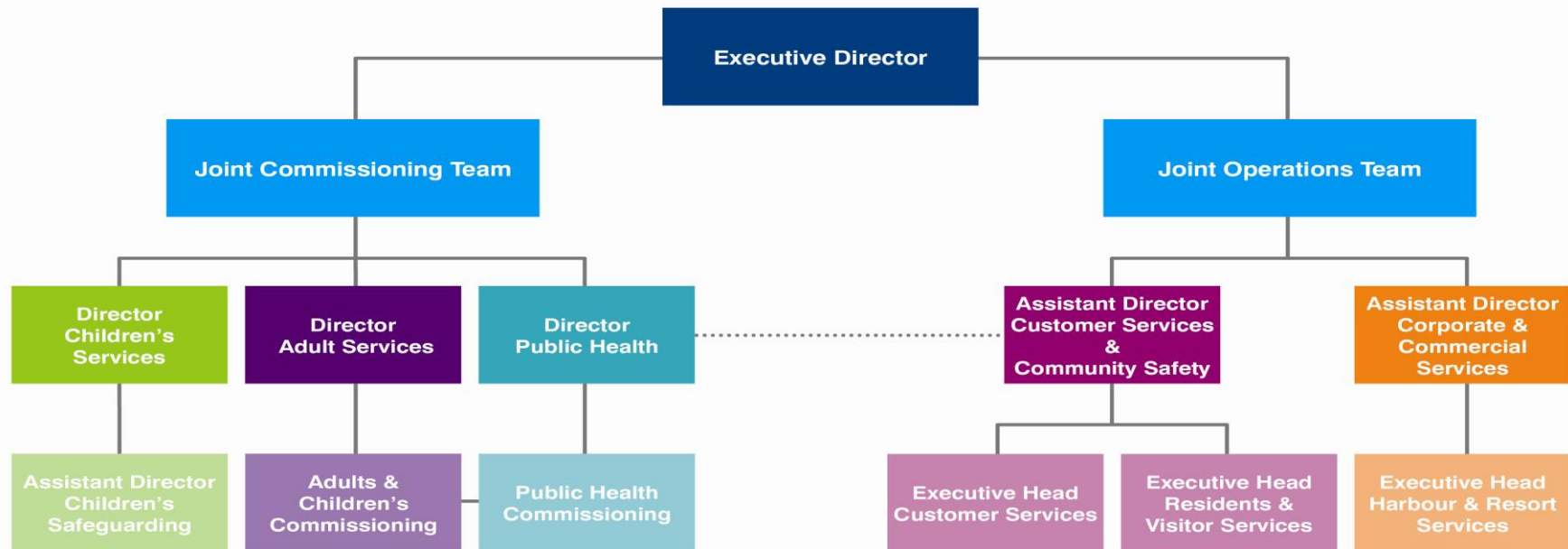
approach will be robustly applied to all activities and all staff will be encouraged to act as Intrapreneurs. Services with the potential to grow and provide services to other organisations will be encouraged, and this will allow for an empowering and extremely motivating environment that provides clear career opportunities and transferable skills.

The Assistant Director of Corporate and Commercial Services will be strategically responsible for this service, supported by an Executive Head in charge of day to day operational delivery for specific named services.

The person specification for the new Assistant Director post has been tailored to put emphasis upon the Council's Statutory, Legal and Governance arrangements in particular, recognising the likely consequences of further Government reductions and the need to provide comprehensive legal advice to the Executive Director, Mayor and Elected Members.

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Draft Proposed Senior Management Structure January 2015



New posts within the structure

Joint Commissioning Team

Within the Joint Commissioning Team there are no proposals to reduce or combine the number of Directors leading on Public Health, Adults and Children's Services. Due to natural wastage, there are currently no Executive Heads employed within any of these directorates. The Council is currently employing an interim Executive Head of Children's Services and has recently appointed an Assistant Director of Children's Safeguarding.

Joint Operations Team

This side of the structure sees the creation of two new Assistant Director's which will report directly to the Executive Director. Executive Heads will report to one of the two Assistant Directors, thus reducing the number of direct reports to the Executive Director whilst streamlining and positioning services into a more logical place beneath them.

Assistant Director Corporate and Commercial Services (Indicative Hay Know How 460)

It is proposed that the Assistant Director of Corporate & Commercial Services also be the Monitoring Officer. The functions managed by this post will be:

- Executive Head Harbour & Resort Services
 - Incorporating Harbours, Resort Services & Parking Services
- Section 151 Officer
- Governance
- HR & Payroll Services
- Finance
- Business Development
- Communications
- Information Hub
- Overview & Scrutiny and Performance teams
- Legal Services

Role Requirements:- this post will require a relevant legal qualification to undertake fully the role of Monitoring Officer, as this post will provide legal advice to Members.

Assistant Director Customer Services & Community Safety (Indicative Hay Know How 460)

It is proposed that the Assistant Director of Customer Services and Community Safety will be responsible for both the Public Health delivery model of Community Safety as well as delivering all other Council Services to the Community (not delivered via the Joint Commissioning Team).

The posts and functions managed by this post will be:

- Executive Head Customer Services
 - Incorporating Customer Services, Revenue & Benefits, Registrars, and Information Services

- Executive Head Resident and Visitor Services
 - Incorporating Street Scene Place, Transport, Culture and Environment, Library Operations and Resources & Performance
- Community Safety function
- Housing Options delivery

Role requirements:- this post will require Environmental Health professional qualifications and ideally qualifications and experience in Public Health, due to the fact that this post will lead on both the delivery side of Public Health, but also head up the legal and licensing side of Community Safety.

Re-named or unchanged posts within the structure

The three Executive Head posts within the structure largely remain the same, but some titles have been changed to reflect a better fit within the structure. Some services have been re-aligned within these posts, but it is proposed that these changes do not affect individuals significantly.

Executive Head Customer Services (Indicative Hay Know How Score 400)

It is proposed to rename the post of Executive Head Information Services to Executive Head Customer Services and to bring together all customer facing services underpinned by IT solutions. Therefore it is proposed to align Registrars and the function of Revenue and Benefits to this business unit. The post has been renamed as “Customer Services” because each of the services within it are customer facing, whether internal or external and use ICT to improve the customer experience.

Executive Head Resident and Visitor Services (Indicative Hay Know How Score 400)

The post of Executive Head Residents and Visitor Services will be retained and continue to deliver services as envisaged within the on-going Place restructure. The functions within this post have been reviewed under Hay and there is no change to the grade of this post.

The functions managed by this post will be:

- Highways, Road Safety, Street Scene and Transport
- Events, Culture and Environment,
- Library Operations and Resources
- Performance and Administration
- TOR2, TCCT, TRTBID / ERTC Delivery

Note: some Place based services currently under review may stay or be placed within this service.

Executive Head Harbours & Resort Services – Know How Score 400

The existing post of Executive Head Tor Bay Harbour Authority has recently been allocated the functions of Resort Services and Parking Services and this post has been re-evaluated as Hay Know How 400. As such no other changes are anticipated to this post at this time, but it is proposed to rename it to reflect the additional services that have been allocated to this post.

Note: some Place based services currently under review may stay or be placed within this service.

Timetable for Consultation Process and Feedback

- SLT Consultation began on 20th January 2015, Tiers 1 -4 commenced on 27th and will end on 13th February 2015. Due to the need for Full Council to agree any changes, a paper will be prepared for Full Council on 26th February 2015.
- Consultation responses or queries should be sent in writing to Julia Baldie in HR (email Julia.baldie@torbay.gov.uk 01803 207374) who will collate all information.
- Individual Consultation meetings will take place in throughout January and early February.