

Brighton & Hove City Council

Strategy, Finance & Regeneration Committee

Agenda Item 115

Subject: Organisation redesign – changes to officer delegations

Date of meeting: 14th March 2024

Report of: Chief Executive

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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

1.1 This report asks committee to note the progress that has been made on organisational redesign and seeks approval for changes to the Officer Scheme of Delegations needed as a result of the organisation redesign. The purpose of the redesign is to achieve savings approved in the 2024/25 budget, and to align the design of the organisation to the strategic priorities of the council, as set out in the [Council Plan](#). The full rationale for the changes is set out in the paper attached at appendix 1.

2. Recommendations

2.1 That Committee notes the proposed officer re-organisation as set out in the report.

2.2 That Committee notes the outcome of the consultation process as set out in the report.

2.3 That Committee delegates responsibility to the Council's Monitoring Officer and Chief Executive to make the changes to the Scheme of Delegations to Officers considered necessary or incidental to implement the new directorate structure in accordance with the timeline set out in the report.

2.4 That Committee agrees that all the changes described at para 2.3 above and listed at 4.29 to 4.30 shall take effect from 1st April 2024, and for interim arrangements to be put in place as needed, pending the appointment of a Corporate Director (Housing, Care and Wellbeing).

3. Context and background information

3.1 The proposals for organisational redesign, set out in the paper attached at appendix 1, are designed to ensure:

- A structure that reflects the vision of 'A better Brighton & Hove for all' and is designed to deliver the outcomes set out in the Council Plan.
 - Increases collaboration, horizontal working and reduces duplication to promote 'One Council' working.
 - Addresses the current narrow remits of some posts at Executive Director level and provides the basis for a more streamlined structure that will provide savings and support longer term financial sustainability.
 - Seeks to provide increased opportunity to lead through connection and partnership across the organisation with our communities and strategic partners.
- 3.2 There are many big challenges facing the council and the city, but we are determined to face up to these to deliver our priorities. We will create a council that has greater connection to our residents, visitors, and businesses so that we are able to actively listen and respond to needs. We will achieve this through modernisation and the use of new technology and digital innovation, but also through ensuring that residents who are digitally excluded and have access to excellent and responsive customer service. The level of transformation needed will require the best use of our resources, and change driven in a joined-up way.
- 3.3 As we consider the shape of our council there are also significant financial challenges to address with a 23/24 budget forecast position that has required continual vacancy control, and a savings package for 24/25 of over £33M. Re-shaping our directorate structure is now seen as essential to ensure we remove some of the duplication, costs, and overheads of our current structures, and ultimately deliver the £2.4M saving identified from work to re-shape the council.
- 3.4 The following principles have been applied to create the directorate structure for the future:
- The directorate structure will follow on from the Council Plan priorities and outcomes to be achieved.
 - The structure will provide clear accountability, with new roles of Corporate Directors taking on wider more strategic and corporate roles, rather than narrower functional roles.
 - Duplication of overheads to support a directorate will be minimised, with efficiencies in administrative and other functions being maximised in later phases.
 - Joined up services will be built around customers to ensure the flexible and efficient use of resources.
 - The structure will be used to drive collaboration and remove silos.
 - The structure will create efficiencies and savings.
- 3.5 This means there will be:
- Fewer directorates.

- A stronger corporate centre to streamline core functions and to enable the council to actively listen and respond to the needs of residents and communities.
 - A broader remit for all directorates, with services moved to ensure wider corporate responsibility is held within each directorate.
 - The structures are built around outcomes linked to the corporate plan.
- 3.6 The remit of each new Corporate Director will signal a change in direction for the leadership of the council, and the establishment of a new Corporate Leadership Team. Whilst each Corporate Director will have some specific service responsibilities, the main responsibility of these new roles will be the overall direction and continuous improvement of the council, building an open and inclusive culture where collaboration and co-design across the council and beyond are embedded as ways of working. A culture change programme, supported by clear objectives through the performance management system will support this change in direction, and the use of project teams and matrix management for key areas of work will become routine. Led by the new Chief Executive, the corporate directors will be responsible for driving through the culture change and a new leadership approach. In phase 2, roles reporting into Corporate Directors will become more empowered to undertake some of the managerial work that currently is undertaken by Executive Directors.

4. Proposed new Directorate Structure

- 4.1 The Executive Leadership Team will be replaced by a Corporate Leadership Team, made up of 4 Corporate Directors, the Chief Finance Officer, the Director of HROD, and other roles as appropriate. The Corporate Leadership Team will have flexible membership to ensure the right input and collaborative approach is taken to corporate decision making.
- 4.2 The Corporate Leadership Team will manage and steer the organisation to deliver the outcomes of the Council Plan, through role modelling integrated and collaborative working both across the organisation and with staff, residents, communities, and local organisations to deliver action.
- 4.3 The Council will be organised into 4 Directorates for the purposes of coordination and management of the council. Whilst each directorate will have accountability for the delivery of certain council plan outcomes, they will all have a clear corporate focus, and work across directorate lines to deliver the cross-cutting outcomes of the Council Plan. It is at the level below Corporate Director, that the greater accountability for service specific areas will be established, with roles that are empowered to lead and manage service areas, ensuring the space for corporate and strategic leadership is maintained for the new corporate leadership team.

Corporate Services

- 4.4 Corporate services will focus on the Council Plan outcome of ensuring a responsive council with well-run services, and delivering our goal for Brighton & Hove to be inclusive, accessible, and fair, and a place where everyone can

thrive:

- Meeting the needs of our residents and other customers
 - Connecting with our communities through effective engagement and collaboration
 - Ensuring we are a fair and inclusive council and City
 - Establishing effective ways of working
 - Ensuring good governance and financial resilience
- 4.5 The directorate will drive new ways of working through digital, data and insight that puts the needs of communities, customers, residents, local businesses, and visitors at the heart of everything we do.
- 4.6 The directorate will ensure the right communication and engagement is in place to actively listen to the views of communities, residents, and customers, co-designing services where appropriate but also being clear about what we can and cannot do. Responsibility for engagement will include with our communities and the voluntary sector.
- 4.7 The directorate will deliver effective policy and partnership support to increase joined up and collaborative working with partners to manage demand and focus on the prevention of problems before they occur.
- 4.8 Effective performance, governance and legal support will be provided, to support the work of the council and to embed and maximise efficiencies arising from more streamlined governance and a Council now with a majority administration.
- 4.9 The directorate will ensure we recruit, develop, and retain a diverse workforce which reflects the communities we serve and provides a working environment and culture that embeds equality, diversity, and inclusion at the heart of everything we do.
- 4.10 The directorate will support the council to make the best use of resources and address significant financial pressures to ensure the most vulnerable citizens can be protected as far as possible from the impact of reduced council funding and will drive forward the transformation and modernisation of services.

4.11 City Services

- 4.12 City Services will focus on ensuring we have a city to be proud of through an accessible, clean and sustainable environment, and we are developing a flourishing and inclusive local economy that attracts and nurtures business and talent:
- Developing Brighton & Hove as a place where people want to live, work and learn
 - Keeping our city clean and managing waste
 - Working towards carbon net zero
 - Protecting and enhancing the city's natural environment

- Making it easier for people to move around the city
- Meeting the needs of our residents and other customers
- Creating safe public spaces that are accessible to all

4.13 A fundamental role for this directorate will be to regenerate our city and reduce inequality with as much pace as possible. This includes driving the policy and delivery of a new and expanded programme of council home and affordable home building. Thousands more of these homes are needed over the next five years, that are good quality and sustainable. This directorate must seek opportunity to attract funds from outside the city to invest in projects and programmes for regeneration. The property function will be used to support regeneration and through asset management will ensure the council is making the best use of its property portfolio. The directorate will have an enhanced role, following the transfer of functions from the LEP, to work alongside businesses to develop apprenticeship schemes for young people and support a successful economy in all areas including support and growth of small and medium-sized enterprises.

4.14 The directorate will be responsible for delivery of an accessible, clean, and sustainable environment that enhances the quality of life and sense of wellbeing for residents. Continued modernisation of waste services will provide reliable refuse and improved recycling rates, and clean, attractive, and well-maintained streets and public spaces.

4.15 Working towards carbon net zero for the city will be an aim that underpins all the directorate's services and provides the leadership and steer for the wider council in achieving this outcome. Making it easier for people to move around the city will also be an over-arching aim with a clear plan to address the transport needs and challenges of the city.

4.16 The directorate will ensure the creative and artistic offer of the city is accessible for residents and supports those currently under-represented in accessing the current offer to benefit from the learning and enjoyment of a strong cultural offer. The directorate will also lead on ensuring improvements are made to leisure facilities to promote the health and wellbeing of the city, and particularly residents living in more deprived areas and those currently less represented in accessing the offer, through participation in sport and leisure activities.

4.17 Safer Communities will sit in City Services, ensuring a robust approach to licensing policy and applications. The community safety team will continue to be closely aligned to Housing, ensuring a joined-up community safety support for residents, including addressing anti-social behaviour.

4.18 Families, Children and Learning

4.19 Families, Children and Learning will focus on the Council Plan outcome of ensuring we have a fair and inclusive city, and a better future for children and young people:

- Keeping children and young people safe and ensuring no child or family is left behind.
 - Developing our prevention and family support work.
 - Supporting the provision of high quality and inclusive education from early years through to adult learning.
 - Leading transformational change in education inequalities in the city to drive up life chances and outcomes for children from the most deprived families and neighbourhoods.
 - Increase use of libraries and further develop inclusive and accessible family hubs to provide the right support at the right time to families.
 - Enabling people to live health, happy and fulfilling lives and reducing inequality.
- 4.20 The directorate will maintain a focus on the city's most disadvantaged children, young people and families with the clear objective of ensuring that all children in Brighton and Hove can reach their full potential. Economic inequality has a huge impact on educational outcomes, and these have remained stubbornly unequal in Brighton and Hove for generations. This directorate will be charged with leading transformation in this area, through listening to the voices of those with lived experience of Brighton's care and education system and ensuring services are joined up by improving and developing the Fairer Brighton & Hove Disadvantage Strategy Framework. By driving collaboration within the council and building strong relationships and joint working across the wider system, the directorate will deliver high quality, inclusive and accessible services that make the best use of the resource available.
- 4.21 The directorates management of library services will provide an opportunity for the creative use of both resources and space to continue development of inclusive and accessible family hubs designed to provide the right support at the right time to families. Alongside this, the directorate will promote life-long learning and work with partners to deliver ambitious employment, training, and apprenticeship opportunities.
- 4.22 The directorate will drive forward a new programme of improving educational outcomes across the City, from nursery to sixth form college, to include innovative policymaking and lobbying central government for changes to policy and resourcing where necessary. This will include improved SEND provision and social and therapeutic support where necessary, a drastic reduction in school exclusions and using all levers possible to ensure a healthy network and family of schools at primary and secondary level which can thrive. The directorate will work collaboratively with the City Services directorate in planning and building new council and affordable family homes, as well as with school leaders to develop solutions.

4.23 Housing, Care and Wellbeing

- 4.24 The Housing, Care and Wellbeing Directorate will support the outcome of a fair and inclusive city where people can live and age well:

- Enabling people to live healthy, happy, and fulfilling lives, and enabling safer communities.
 - Providing joined up services and ensuring everyone has access to the information, advice, and services they need.
 - Ensuring there is a safe, effective, sustainable and high-quality health and care provision in the city and providing excellent social work services.
 - Improving housing quality
 - Increasing housing supply
 - Improving housing support for residents, meeting housing needs and supporting those made homeless
- 4.25 This directorate brings together services for adults with the provision of suitable housing across the city. Access to decent, quality affordable housing is key to people's health and wellbeing, and providing the right housing support in an integrated way with other services will ensure the best use of resources and joined-up support for older and vulnerable people accessing housing and other services.
- 4.26 This directorate will develop innovative policy responses to the particular challenges facing the City, including addiction, rough sleeping and homelessness. The directorate will have a particular focus on ending rough sleeping and homelessness in Brighton and Hove. Brighton has one of the highest numbers of rough sleepers in the country with a 27% rise in rough sleeping between 2022-23. But by 2010 rough sleeping in Brighton & Hove was down to single digits and it can be again with better resourcing and smarter, more joined up, working. This directorate will centre the voices of those with lived experience of homelessness in Brighton and Hove and also seek to recruit those with lived experience of the issues the directorate is seeking to address.
- 4.27 The directorate will ensure that the council strategies, policies, and services promote better health and wellbeing for all and reduce unfair differences between the most and least healthy. This will involve making improvements to how we offer information, advice, and support to help people stay healthy and independent, and to access the care and support they need.
- 4.28 The directorate will lead on building strong relationships across the health and social care system to provide joined-up community teams and ensure services work together and are centred around the needs of people.
- 4.29 In terms of changes to delegations, the following changes will take place:
- All functions of current Executive Director (FCL) to transfer to Corporate Director (Families, Children and Learning).
 - Libraries service transfer to Families, Children and Learning
 - All functions of current Executive Director (GPR) to transfer to Corporate Director (Corporate Services)
 - Community, Equality and Third Sector team to transfer to Corporate Director (Corporate Services)
 - All functions of current Executive Director (EEC) to transfer to Corporate Director (City Services)

- All functions within Safer Communities team to transfer to Corporate Director (City Services)
- All functions of current Executive Director (Health and Adult Social Care) to transfer to Corporate Director (Housing, Care and Wellbeing)
- Housing functions to transfer to Corporate Director (Housing, Care & Wellbeing)

4.30 The line management of Head of Libraires, Head of Community Safety and Head of Community, Equality and Third Sector teams will move on 1st April 2024.

4.31 Interim arrangements may be put in place by the Chief Executive using their delegated powers as necessary pending the appointment of a permanent Corporate Director (Housing, Care and Wellbeing).

5. Analysis and consideration of alternative options

5.1 There are many options in how local authorities decide to structure the organisation, and other options have been carefully considered.

5.2 The structures proposed in this report is aligned to the priorities for this council as set out in the Corporate Plan, and the challenges we are facing at this time. These are set out in detail in the body of the report.

5.3 Whilst the structure will support our aims and ambitions for joined up and more streamlined working,

6. Community engagement and consultation

6.1 A 30-day consultation has been completed with those staff directly impacted and in accordance with the council's procedures for managing change. In addition, the changes were communicated to the organisation with an opportunity for staff to contribute ideas and feedback on the proposals.

6.2 A significant amount of feedback was received which has been considered in the final proposals. Many of the comments received related to the creation of a new directorate to provide both adults and housing services. Whilst there are great synergies and opportunities to joining aspects of these services together as part of a single leadership team, there will continue to be a focus on both housing and adult social care for service specific matters.

6.3 It is acknowledged through the consultation that much of the changes required in the organisation relate to the way we work, rather than how we are structured. This change in organisational structure will be supported by a culture change programme, and all the feedback from staff has been responded to in a detailed consultation outcome document.

7. Conclusion

7.1 Given the priorities within the Council Plan and the requirement for the council to make savings, it is has been concluded that the new structure set out in the report with changes to delegations are recommended to the committee.

8. Financial implications

7.1 Budget Council on 22 February 2024 approved the overall budget for 2024/25 which included a saving of £2.475 million from organisational redesign. The recommendations of this report set out the overall structure of the organisation and responsibilities within each directorate as the catalyst for further service redesign. The initial reduction in Directors delivers a saving of £0.177m across the council general fund and HRA and it is anticipated that further changes will support the delivery of the full saving. As these further savings will not crystallise as at 1 April 2024, the organisation will continue to hold certain posts vacant to ensure the overall service cost reduction is achieved across 2024/25

Name of finance officer consulted: James Hengeveld Date consulted 05/03/24

9. Legal implications

8.1 This Report seeks authority from the Strategy Finance & City Regeneration Committee to make those changes to the Scheme of Delegations to Officers (which forms Part 6 of the Council's Constitution) considered necessary to give effect to the organisational redesign described above.

Name of lawyer consulted: Victoria Simpson Date consulted 5/03/2024:

Supporting Documentation

Appendices

1. Communication paper on Organisational Design

