

<b>Subject:</b>	<b>Senior Officer Structure</b>		
<b>Date of Meeting:</b>	<b>14th February 2013</b>		
<b>Report of:</b>	<b>Chief Executive</b>		
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<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 In September 2012 the Policy and Resources Committee approved a transitional senior officer structure and related changes to the Scheme of Delegations to Officers.
- 1.2 This report sets out the proposals of the Chief Executive for the permanent arrangements for the senior officer structure and seeks approval to proposed changes to the scheme of delegations to officers to reflect the new structure.

**2. RECOMMENDATIONS:**

It is recommended that the Committee:

- 2.1 Notes the proposals to move to a permanent senior officer structure which builds on the progress achieved since September 2012 and ensures managerial leadership capacity and clear accountabilities;
- 2.2 Agrees the proposed changes set out in this report and the changes to the Scheme of Delegations to Officers set out in Appendix Two to this report;
- 2.3 Authorises the Chief Executive to take all steps necessary or incidental to the implementation of the proposals set out in this report, including the power to make transitional arrangements and any minor modifications she considers necessary;
- 2.4 Authorises the Monitoring Officer to make amendments to the relevant parts of the Council's constitution to reflect the changes authorised in this report and to make any necessary consequential amendments;
- 2.5 Agrees that the changes come into force on 1st April 2013

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 The transitional structure approved by Policy & Resources Committee in September 2012 was designed to ensure that Council business was managed effectively in the period following the departure of the Council's former Chief Executive and three Strategic Directors. This has been achieved and has provided a valuable starting point from which to build the permanent arrangements. The intention was to review these transitional arrangements upon the appointment of the Council's new Chief Executive and to agree a permanent senior officer structure at that time.
- 3.2 Following extensive consultation and taking into account the needs of the organisation, as well as the challenges over the coming years, the following principles have been used to underpin the proposals in this report:
- The officer structure should support the ambitious programme of delivery that the Council has set and not be a focus or distraction in its own right;
  - To build on progress so far and learn from what works;
  - To sustain commissioning as a discipline and move away from it as an organising principle;
  - To introduce four leadership domains (accountability; delivery; working together and personal impact) which require accountabilities to be clear from the Chief Executive down.

#### **Summary of proposals**

- 3.3 The Strategic Leadership Team (SLT) will become the Executive Leadership Team (ELT), as the senior officer team that is shaping and driving responses to Council policy, both internally and externally. It will be accountable for delivery and the performance of the Council. The ELT will be lead by the Chief Executive and will include five Executive Directors with the Head of Law/Monitoring Officer and the Assistant Chief Executive attending.
- 3.4 The Strategic Director – People will be deleted from the structure. In its place is proposed a permanent Executive Director of Children's Services (DCS) and a permanent Executive Director of Adult Social Services (DASS). This makes permanent the interim structure currently in place. The Lead Commissioner /DASS post will be deleted.
- 3.5 The Director of Public Health will formally transfer to the Council on 1<sup>st</sup> April 2013 and take on responsibility for delivery of the Council's new public health functions. The Community Safety function will report to this post on a permanent basis. This will provide opportunities to build on the collaborative working in this area and consider how to further develop and integrate to strengthen this.
- 3.6 The Strategic Director of Place will be replaced by an Executive Director of Environment, Development & Housing, with no change to direct reports other than Property and Design. This post will therefore be responsible for functions currently comprised in the delegations to the Strategic Director, including

environment, transport, parks and open spaces, waste, housing, major projects and sustainability.

- 3.6 The posts of Strategic Director, Resources and Strategic Director, Communities have already been deleted from the structure. The Director of Finance post will also be deleted. There will be a new post of Executive Director of Finance & Resources. This post will be the Council's Chief Finance Officer under s151 of the Local Government Act 1972.
- 3.7 The following functions will transfer to the direct report of the Executive Director Finance & Resources:-
- Financial Services
  - City Services
  - ICT Services
  - Human Resources & Organisational Development
  - Property & Design
  - Programme Management Office
- 3.8 A new post of Assistant Chief Executive will be created to report directly to the Chief Executive. The Assistant Chief Executive will work directly to the Chief Executive in order to ensure that the key areas of policy, community engagement, communications and marketing are integrated and effectively deployed at the highest level to shape, promote and communicate the council's ambitions. The role will also lead on the development of the Council's cultural services, in recognition of the critical importance of culture and heritage to the city's identity and its success as a brand and destination for national and international visitors.
- 3.9 The recruitment of the Assistant Chief Executive post will be open to full recruitment as an internal vacancy. The funding for the post will be met from the service realignment that follows the appointment. These changes are anticipated to meet the remaining 2012/2013 senior management and administration targets in full.
- 3.10 The Head of Law and Monitoring Officer for the Council will continue to report directly to the Chief Executive. This is similar to the structure put in place in September by the Acting Chief Executive.
- 3.11 The proposed structure is outlined in Appendix One to this report.
- 3.12 The proposed changes require amendments to the Scheme of Delegations to Officers. Under the Council's constitution, this is reserved to the Policy & Resources Committee. The proposed amendments necessary to implement the changes with the general principles are set out in Appendix 2 to this report.
- 3.13 One of the features of the previous structure and scheme of delegations involved Heads of Delivery Units being given direct delegated powers concurrently with the Strategic Director. With the move away from using commissioning as an organising principle and the need to have clear lines of accountability, it is proposed to remove this and adopt a simpler and more accountable arrangement whereby delegated powers are given to the Chief Officer/Executive Director for the relevant service area.

3.14 It is proposed that the new arrangements will come into force on 1<sup>st</sup> April 2013.

#### **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

4.1 The changes have been subject to consultation with affected staff and a meeting with the recognised trades unions and the feedback received has been incorporated into these proposals. The feedback has been positive and supportive of the changes proposed with a recognition of the rationale and the approach, which is to focus on capacity to deliver rather than structure itself to the detriment of delivery against priorities.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

5.1 The proposed structure will generate further savings for 2013/14 and will meet the balance of the remaining management and administration value for money savings in full. The cost of this structure is estimated to be approximately £300,000 less than the full year cost of the previous permanent structure. The changes in the proposed scheme of delegation will be reflected in revised financial regulations. Together with savings from other permanent changes introduced by the Acting Chief Executive and approved by the Council, this will enable the full year additional Management & Admin VFM target of £450,000 to be met.

*Finance Officer Consulted: Anne Silley*

*Date: 23/01/13*

##### Legal Implications:

5.2 The proposed changes require amendments to the scheme of delegations to officers. Under the Council's constitution, this is delegated to the Policy & Resources Committee. Subject to the agreement of P&R, detailed amendments need to be made to the council's constitution to reflect the principles set out in this report.

5.3 In accordance with employment law and the Council's change management policies, there is a requirement to consult the staff affected before any changes are implemented. This has been carried out and any responses taken into account.

5.4 The proposals in this report comply with legal requirements. There are no adverse Human Rights Implications arising from the report

*Lawyer Consulted: Elizabeth Culbert*

*Date: 09.01.13*

##### Equalities Implications:

5.5 The proposals affect a small number of staff and a high level equalities impact assessment has been undertaken to ensure that no group with protected characteristics has been disproportionately affected. Because of the small numbers of individuals involved a breakdown of the staff profile is not included in

this report as it is likely to lead to particular individuals being identifiable. There are no compulsory redundancies as a result of these changes. There is no impact on service delivery to the public.

- 5.6 The proposals make changes to the reporting lines for the Communities & Equalities team, who will report to the Assistant Chief Executive. This will ensure that there is a strong focus on community engagement and the Council's commitments to equalities as set out in detail in the Council's Corporate Plan.

Sustainability Implications:

- 5.7 These proposals maintain the arrangements that were put in place in September 2012 for the sustainability team to work within the area of the Executive Director Environment, Development and Housing rather than within the Policy Team. This is in order to enable the work of the team to be integrated into key projects, particularly in respect of the city's built environment and infrastructure.

Crime & Disorder Implications:

- 5.8 The proposals make permanent the arrangements for Community Safety work to be lead by the Director of Public Health and for the delivery of community safety functions. This will assist in co-ordinating the Council's approach to Community Safety with the wider public health agenda.

Risk and Opportunity Management Implications:

- 5.9 The proposals are designed to ensure clear accountability and line management arrangements and therefore ensure effective risk management

Public Health Implications:

- 5.10 The proposals are designed to ensure that public health is a core part of the Council's business and well connected into other council services.

Corporate / Citywide Implications:

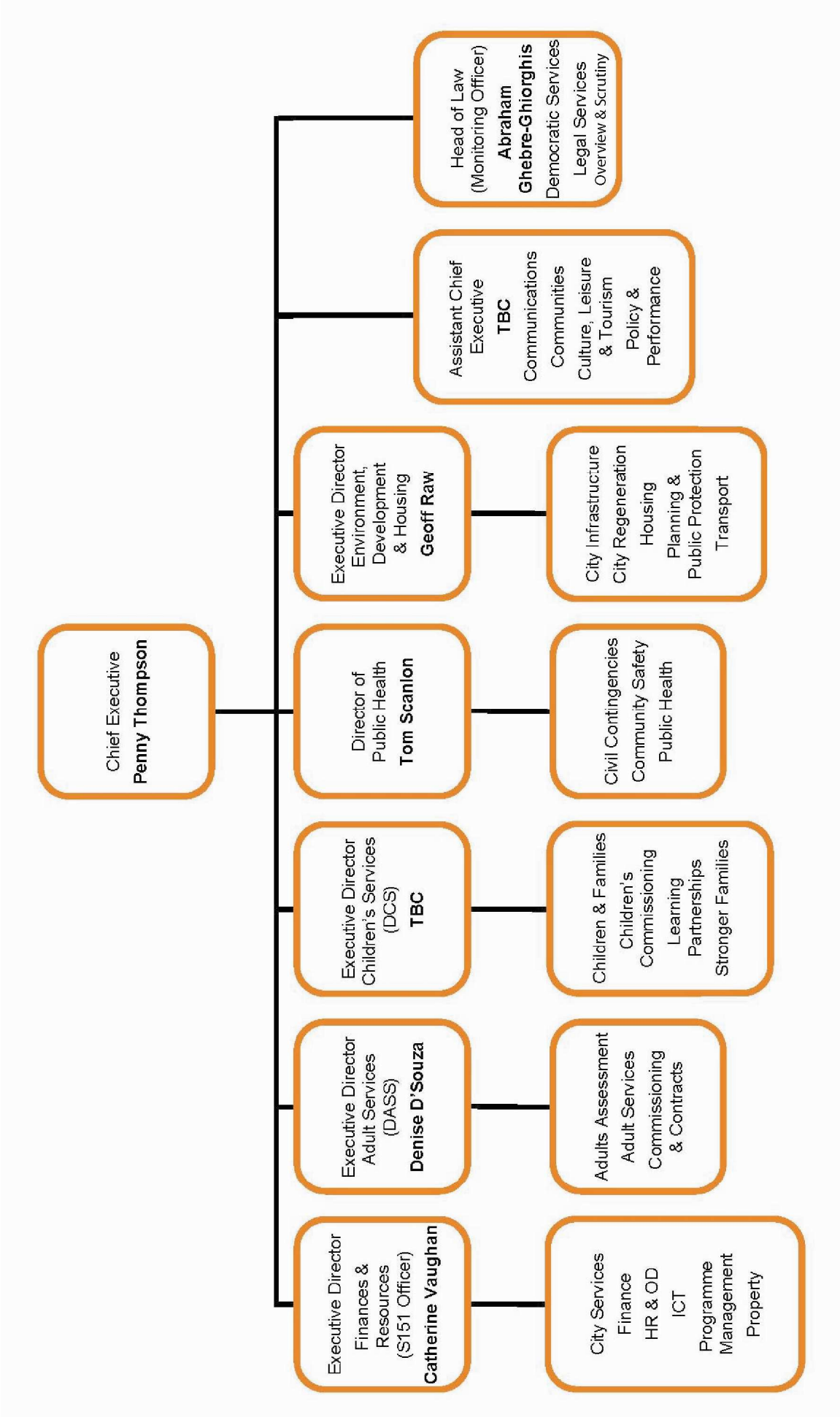
- 5.11 The proposals are designed to ensure that the council is able to prioritise the delivery of its Corporate Plan.

## **SUPPORTING DOCUMENTATION**

### **Appendices**

1. Proposed structure
2. Proposed general principles and changes to the Scheme of Delegations to Officers

Proposed structure chart



**PROPOSED CHANGES TO THE SCHEME OF DELEGATIONS TO OFFICERS**

**General Principles:-**

1. Each Executive Director will have full delegated powers to exercise the functions described under the proposed arrangements below. The exercise of a function by an Executive Director shall be in accordance with any instructions issued by the Chief Executive.
2. With the exception of the two posts referred to below, Heads of Service will report to an Executive Director. In order to streamline the delegations and ensure clarity of accountability, Heads of Service will not have concurrent delegations with the relevant Executive Director.
3. A new post of Assistant Chief Executive and the Council’s Monitoring Officer will report directly to the Chief Executive and have delegated powers relating to their area of service.
4. Any references to Chief Officers and to the Strategic Leadership Team in the Scheme of Delegations, Financial Standing Orders, Employment Procedure Rules and other parts of the constitution shall be modified to reflect the principles in the covering report, including the establishment of the Executive Leadership Team.
5. Commissioning will be sustained as a discipline rather than an organising principle.
6. All other delegations not affected by these changes will continue in force.

**Proposed changes to Scheme of Delegations:-**

Function	Current Delegations	Proposed Delegations
1. Legal and Democratic Services, Scrutiny, Monitoring Officer	Interim Lead Chief Executive’s Service	Head of Legal and Democratic Services/Monitoring Officer
2. Policy, Analysis and Performance, Communities, Communications	Interim Lead Chief Executive’s Service	Assistant Chief Executive
3. Tourism, Arts and Creative Industries, Management of Establishments, Venues, Archives, Seafront, Events, Leisure	Interim Lead Cultural Services	Assistant Chief Executive
4. Programme Management Office	Interim Lead Chief Executive’s Service	Executive Director Finance and Resources

Function	Current Delegations	Proposed Delegations
5. Strategic Finance, Financial Services, Audit and Business Risk, s151 Officer, Procurement, City Services, ICT	Director of Finance	Executive Director Finance and Resources
6. Statutory Director Children's Services, Education, Children and Young People's Social Services, S75 arrangements (children), Adult Learning	Strategic Director People	Executive Director Children's Services (DCS)
7. Adult Social Care and Health	Strategic Director People	Executive Director Adult Social Services (DASS)
8. Statutory Director Adult Social Services, Supported Employment, S75 arrangements (adults)	Lead Commissioner Adult Social Care and Health	Executive Director Adult Social Services
9. Human Resources and Organisational Development	Lead Commissioner Adult Social Care and Health	Executive Director Finance and Resources
10. City Infrastructure, City Regeneration, Housing, Planning & Public Protection, Transport, Community Safety (Delivery)	Strategic Director Place	Executive Director Environment, Development and Housing
11. Property Services	Strategic Director Place	Executive Director Finance and Resources
12. Public Health	New Council function pursuant to Health and Social Care Act 2012	Director of Public Health
13. Emergency Planning, Community Safety	Director Public Health	Director Public Health