

Review of the Senior Leadership Team - Consultation



Introduction

The report from the Corporate Peer Challenge carried out in November 2018 on both Councils recommended a review of the management structure to ensure that there is the capacity to fulfil our ambitions, particularly in relation to place-shaping and financial sustainability. The report also made recommendations in relation to good governance.

The Council has been running on an interim senior leadership structure since February 2018 following the departure of one of the Executive Directors and is currently carrying two further vacancies out of the five remaining Senior Leadership Team (SLT) posts.

There is now an urgent need to appoint to a permanent structure to ensure stability, clarity of roles and sufficient capacity to meet the challenges of delivering the objectives of two Councils.

This paper sets out for consultation the proposed new structure and the approach to achieving it.

The final proposals will inform a report to each Council in July 2019. It is anticipated that the revised structure will be put in place by 1 September 2019.

Section 1: Background

The current SLT has its origins in the T18 Transformation Programme and originally consisted in January 2015 of:

- ◆ Executive Director for Strategy and Commissioning (Level 1)
- ◆ Executive Director for Service Delivery and Commercial Development (Level 1)
- ◆ Group Manager for Customer First (Level 2)
- ◆ Group Manager for Support Services (Level 2)
- ◆ Group Manager for Commercial Services (Level 2)
- ◆ Group Manager for Business Development (Level 2)
- ◆ Section 151 Officer (Level 3)

The following further changes have subsequently occurred:

- ◆ **March 2016** – Group Manager Customer First left and duties transferred to Group Manager for Support Services
- ◆ **February 2018** – Executive Director for Strategy & Commissioning left and interim arrangement agreed by Councils. The remaining Executive Director took both roles and subsequent changes made to responsibilities of other roles, including allocation of Deputy Chief Executive duties to a Group Manager and the S151 Officer becoming Group Manager for Strategic Finance.
- ◆ **February 2019** – appointment by both Councils of remaining Executive Director as Chief Executive
- ◆ **April 2019** – 2 vacant posts following departure of Group Managers for Business Development and Commercial Services

As well as the changes in personnel, a number of other factors impact the composition of SLT:

- ◆ The decision not to proceed with the commissioning model and the formation of the LACC.
- ◆ The South Hams decision to seek a partner to deliver its Waste and Recycling service with effect from April 2019 and the impact on the Group Manager role following the transfer of 86 employees and significant service delivery functions
- ◆ The completion of the initial workstream to create a framework under which the Councils could pursue its commercial interests
- ◆ The recommendations of the Peer Challenge Review, in particular the capacity required in relation to place-shaping, financial sustainability and good governance
- ◆ The new priorities emerging from election of new Councils
- ◆ The challenging local and national framework and the need for strong focussed leadership
- ◆ Importance of building and sustaining key external relationships and to exert greater place, regional and national influence
- ◆ Importance of strong leadership on staff

Section 2: The proposed new SLT structure

The proposal is limited to the Senior Leadership Team. It is proposed that a further review will take place in autumn 2019 to review and restructure the Extended Leadership Team (ELT) and this will be the subject of a separate consultation. It is not proposed to make any redundancies as part of the review and it is proposed that vacant roles are filled through internal appointments.

It is proposed that the role of Chief Executive is supported by a SLT of 4 roles:

**Director of
Customer Service
and Delivery**

**Director of
Place and
Enterprise**

**Director of
Strategic
Finance**

**Director of
Governance and
Assurance**

The senior leadership roles and are mapped against the Band A Impact Behaviours.

The roles have the following generic responsibilities (not exhaustive):

- ◆ for advising and supporting Councillors to set the direction and strategy of the Councils and our communities and for ensuring the delivery of those strategies
- ◆ setting the working culture of the organisation
- ◆ modelling and embedding the IMPACT behaviours
- ◆ organising our resources to deliver easy-to-use services
- ◆ ensuring efficient and effective ways of working
- ◆ strong governance arrangements
- ◆ good communication and positive relations with our communities
- ◆ improving the local tax base (housing and business) whilst also finding ways to generate income and decrease reliance on government grant and local taxes;

The 4 directorships are not generic roles. Whilst all 4 Directors will act across all functions of the organisation and across both Councils they will have their own discrete responsibilities and requirements. Individual Directors are focused along the following lines:

Strategic Director of Customer Service and Delivery

- ◆ This post is key to delivery of our statutory services and our regulatory roles as well as some discretionary services.
- ◆ Most of the Councils' employees will report up to this role.
- ◆ The post holder must be a very effective resource manager.
- ◆ The Director will have oversight of most of the councils' directly delivered services as well as the internal support services. However, whilst directly line managed through this directorate many of the staff will be accountable to other Directors for specific projects or pieces of work. For example, specialists may be assigned to work on a commercial development project for the Place and Enterprise, or have tasks to do that fulfil functions sat within Governance and Assurance, or they may be required to carry out work to support the financial strategy.
- ◆ The bulk of the support functions will also report to this director (e.g. IT, HR, technical finance, legal etc).
- ◆ The focus of this role is to improve the customer experience and provide efficient services within the resource constraints.
- ◆ The post holder must have strong management skills particularly in relation to people and performance.

Strategic Director of Place and Enterprise

- ◆ This role is focused on our communities, housing, economy and commercial strategies and the Joint Local Plan.
- ◆ Given that our funding is made up of Council tax, business rates and New Homes Bonus it is important to support the provision of much needed and affordable homes through our housing strategy, as well as initiatives that support our economic wellbeing and our local businesses.
- ◆ At the same time the Councils own assets and can act as developer and investor. The Director needs to be able to balance the Councils' commercial interests with the interests of the local communities.
- ◆ The role is also likely to have responsibility for the Councils' place-based commercial activities (e.g. Salcombe Harbour and Lower Dartmouth Ferry).
- ◆ An important aspect to the role is the relationship with external organisations, partners and stakeholders (e.g. the LEP, Homes England, developers and the business sector) to promote the interests of our communities and influence the local, regional and national agenda.
- ◆ A key requirement is to draw in external funding to support place-shaping initiatives.
- ◆ Great communication and negotiation skills, commercial acumen and the ability to build successful relationships are essential requirements for this role.

Corporate Director of Governance and Assurance

- ◆ The focus of this role is to ensure that we do things properly, ethically and lawfully and that we have sound governance in place.
- ◆ This role encompasses the decision making processes for Members and their scrutiny, audit and assurance functions.
- ◆ The Director is also responsible for ensuring Council-wide compliance with regulations for health and safety, procurement, information governance, FOI, Ombudsman and complaints procedures, and has oversight of the Councils' risk and opportunities registers and business continuity arrangements.
- ◆ An important part of the role is ensuring that we have strong, consistent project management applied throughout the organisation.
- ◆ A critical function of this role will be oversight and management of our major contracts (Waste and Leisure).
- ◆ Highly developed organisational skills alongside a methodical and pragmatic approach are key requirements for this role alongside political astuteness and a strong track record working with Members.

Corporate Director of Strategic Finance (and S151 Officer)

- Financial sustainability is a critical Council objective.
- This Director is responsible for developing and reviewing the Councils' Medium Term Financial Strategy with Councillors and other key financial strategies (capital, treasury management etc).
- The post holder has oversight of the budget setting process and future funding strategies.
- The Director is also responsible for representing the Council on key financial issues and policies at a regional and national level – e.g. Business rates policy, national funding formulae, spending reviews etc.
- This role provides financial assurance across the whole organisation and ensures that financial implications of all policies and proposals are properly considered and tested during the development stages.
- The Director is responsible for ensuring that the Councils' commercial activities are properly assessed and monitored, risks are identified and mitigation in place.
- This Director is also the Councils' S151 officer. The post holder must be appropriately qualified and will need to have an extensive knowledge of Local Government finance.

Deputy Chief Executive

The role of Deputy Chief Executive is a set of duties and responsibilities which will be assigned to a member of the Senior Leadership Team (SLT) and will be in addition to their normal duties as a Strategic or Corporate Director.

This role will support the Chief Executive and Lead Members and will enable the provision of independent support and advice to both Councils simultaneously where necessary and will deputise for all responsibilities of the Chief Executive in their absence.

Full role descriptions and person specifications are at Appendices A - D

Section 3: Job Evaluation and Salary range

Using a LGA senior role job evaluation tool, the 4 roles were assessed against the following criteria:

- Knowledge requirement
- Creative thinking required/policy direction involved
- Impact on People / Organisations
- Responsibility for resources

The tool identified that the Customer Service & Delivery and Place & Enterprise roles had a slightly greater level of responsibility and we have therefore designated these roles as Strategic Directors and the remaining two roles as Corporate Directors.

Acting upon the advice of the LGA and taking into account factors such as:

- the relationship to the salary of Chief Executive
- the market rate for similar roles in other local authorities and associated bodies
- the added complexity of working across two Councils
- outcome of the role evaluation

It is proposed that the following salary structure is adopted:

Spinal Column Point	Salary pa
D1	£64,000
D2	£68,000
D3	£72,000
D4	£76,000

To reflect the differing levels of responsibility, the following salary ranges are proposed:

Role	Salary range
Strategic Director	D2 - D4
Corporate Director	D1 – D3

The range recognises the progression that will be made by postholders in the first three years of the role.

Special Responsibility Allowances

The salary range includes all responsibility payments for carrying out additional duties, including Monitoring Officer (and Deputy Monitoring Officer), Section 151 Finance Officer (and Deputy and all current responsibility allowances will be consolidated into the proposed new salary range.

Where the significant additional responsibilities are carried out by an officer other than a member of SLT, a special responsibility allowance may still be payable.

The exception is the special responsibility allowance payable to the officer acting as the Deputy Chief Executive. The Chief Executive will assign the duties after inviting expressions of interest from within the SLT. An additional responsibility allowance of the greater of £8000 pa or 6.5% of the annual salary payable to the Chief Executive will be paid. The payment will not be consolidated and will not attract an annual cost of living increase.

Pay assimilation and progression

Existing staff appointed to the SLT with a salary within the relevant range will be assimilated to the nearest salary point.

Staff appointed from a salary lower than the relevant range will be appointed to the lowest point of the range.

Progression through the salary range will be by annual incremental progression, subject to satisfactory performance.

Performance related pay

Consideration will be given to introducing a link between performance and financial reward in the future. Any performance related pay scheme will be the subject of a separate consultation process.

Section 4: Selection Process

In accordance with the Councils' Managing Organisational Change policy, the roles of Strategic Director for Customer Service & Delivery and Corporate Director for Strategic Finance are considered to be not significantly different to the existing roles of Group Manager for Customer First and Support Services and Strategic Finance respectively. **Therefore it proposed to slot in the existing post holders.**

The roles of Strategic Director for Place & Enterprise and Corporate Director for Governance & Assurance are considered to be significantly different to any existing role and applications are invited for the new roles.

It is proposed that the roles are advertised internally in the first instance. An external advert will only be considered if a suitable candidate is not identified.

Applications are sought from candidates who can meet the requirements set out in the respective person specification. The Chief Executive will shortlist applicants in consultation with the LGA.

The shortlisted applicants will then asked to participate in an assessment centre consisting of:

- ◆ a structured assessment against IMPACT Band A behaviours
- ◆ a 20 minute presentation against a given topic
- ◆ a psychometric tool
- ◆ a topic discussion with the two Leaders

The assessment panel will be chaired by the Chief Executive and advised by a panel consisting of senior Members from both Councils and an independent advisor.

The proposed dates for assessment are 4, 5 and 6 September 2019.

It is proposed that the successful candidates will start their new role from 9 September 2019.

Section 5: Consultation

Comments and suggestions are invited on the proposals set out in this consultation paper. The final proposals will form the basis of a Report to Council in July.

Responses to the consultation should be addressed to SLTconsultation@swdevon.gov.uk and received by midnight on Wednesday 3 July 2019.