

Appendix A: Summary of new Corporate Structure Proposal

Context

The resignation of the Director for Governance and Regulatory Services created an opportunity to review structures, resourcing and capacity across the organisation.

The Director role was created 2.5 years ago, at a time when the Council was undertaking a Governance Review and was contemplating a fundamental shift in the way it operated. The council was extracting itself from a shared legal service and needed to establish its own in-house legal team, as well as establish a new democratic services function. The challenge for the new directorate was significant and it was necessary to elevate the role to Director level status to ensure the required change could be delivered.

Since then, things have moved on significantly. We have established in-house legal and democratic services teams. For the medium term we have a more settled position in relation to our governance processes and the new Constitution is in place. These arrangements should always be kept under review, but given the more stable position, it was prudent to consider whether the same level of senior resource was still required in this area or whether resources can be re-deployed to support other areas of need across the Council. Other important considerations relate to the balance of strategic and operational capacity and also the ability to develop, reward and recognise talent within the organisation and ensure effective succession planning.

Alongside the corporate structure, reviews were already underway in both the Governance and Regulatory Services directorate and the Housing and Communities Directorate, particularly following the arrival of the new Director. Seeking to bring these to a conclusion as part of any corporate realignment was also a desirable outcome.

Proposal

Having considered the context above it was proposed to reduce the number of Director roles from 4 to 3 and delete the Director for Governance and Regulatory Services role. This would be replaced by an Assistant Director for Governance and Democracy, with a narrower focus, responsible for Democratic Services, Elections and Legal Services, who would report to the Director for Corporate Services. Subject to Council approval (sought within this report) it was also proposed that the Assistant Director should become the Monitoring Officer. The Assistant Director would be supported by the Democratic Services Manager as Deputy Monitoring Officer and additional operational capacity would be added through another Senior Solicitor role and a Senior Scrutiny and Democratic Services Officer role. The Legal and Governance Manager role would be deleted. The Regulatory Services team would transfer to the Growth and Regeneration directorate.

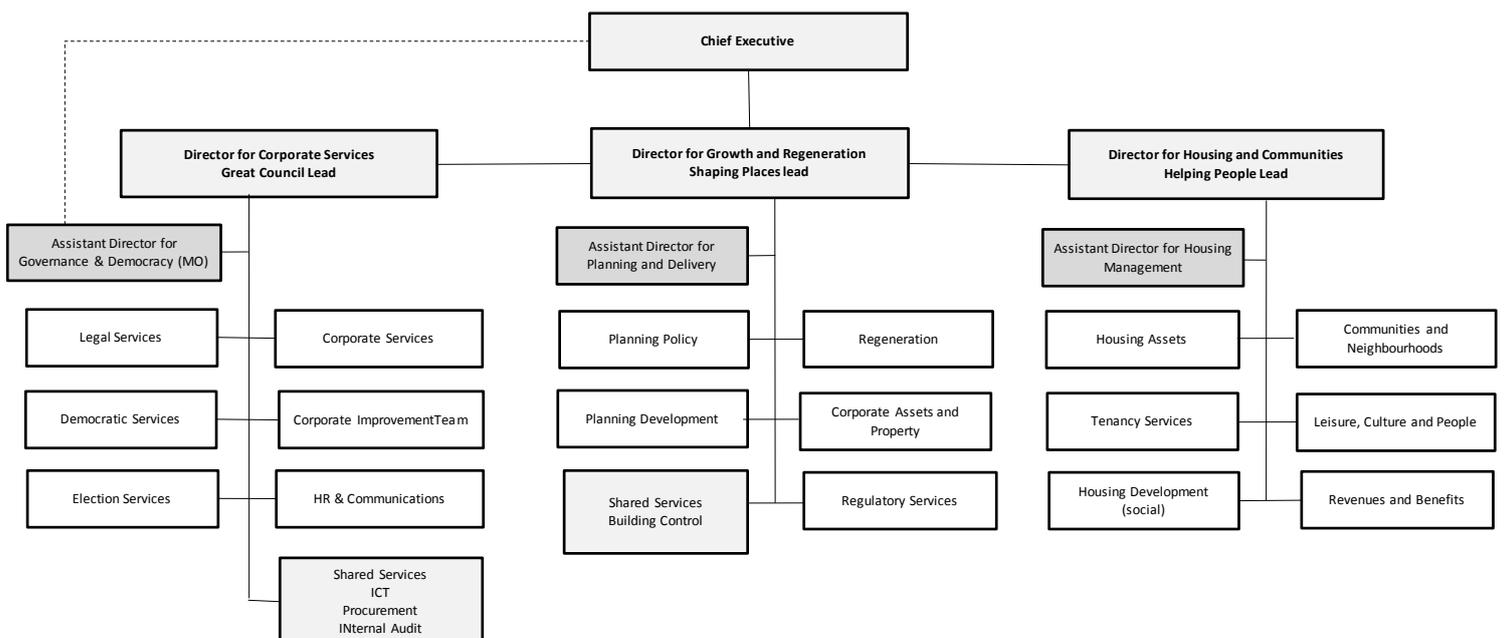
Within the Housing and Communities Directorate an Assistant Director for Housing Management would be created to assist the new Director with the intensive and significant change programme currently underway. Alongside this, it was proposed to formally create the Tenancy Services Manager post alongside a number of other changes to support the Housing Improvement Plan. It was further proposed to transfer responsibility for the development of social housing to the Director for Housing and Communities. To support this a post of Housing Development Manager (social) would also be created.

Whilst all directors already have the requirement to deputise for the Chief Executive within their role descriptions, there is no current formal confirmation of which director would take the lead role and deputise for the Chief Executive during periods of routine absence e.g. annual leave or short term sickness absence. Additionally, given the breadth of responsibilities placed upon the Chief Executive, particularly in the current circumstances, it would be helpful to have a designated director who could share some of the additional strategic burden. Accordingly it is proposed to identify one director who would fulfil this role and that this would attract an annual special responsibility allowance.

A number of operational structural changes related to complaints management, business support, and information governance will also be implemented and the corporate structure is set out below.

Corporate Structure diagram

The new Corporate Structure, with functional responsibility shown under each directorate, is shown below:



The rationale for the new Corporate Structure is set out below:

- Recognises that the organisation is in a different place regarding legal and governance compared to 3 years ago.
- Enables resources to be re-distributed to support other operational needs and mirrors similar structures at other districts. The proposals will strengthen resources in legal services, information governance and business support. They will also provide additional senior level expertise in housing services.
- New structure provides a good balance of responsibility across directors.
- Move to three directors enables clear leadership on each of the Council's corporate Strategy themes – 'Helping People', 'Shaping Places', 'Great Council'.
- Establishment of Assistant Director roles creates opportunities for internal development and talent management and creates a bridge between service managers and director roles for succession planning.
- Loss of some experience at SLT but mitigated by retention of strong teams within governance and mentoring support will be put in place.
- Incorporation of Regulatory Services into Growth and Regeneration consolidates resources focussed on 'Shaping Places' into one directorate.
- The structure can be delivered quickly and be in place prior to the current Monitoring Officer departing at the beginning of December.