

BRISTOL CITY COUNCIL

Cabinet

Thursday 1st May 2008

Report of: Jan Ormondroyd, Chief Executive

Title: Structural Changes at Bristol City Council

Ward: City wide

Officer Presenting Report: Jan Ormondroyd

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RECOMMENDATION

Cabinet is asked to:

1. Approve the new Chief Officer Structure.
2. Approve the financial implications set out below.
3. Refer the Chief Officer restructuring proposals to the HR Committee for consideration of the HR implications.
4. Endorse the recommendation not to retain the Chief Executive's department.
5. Approve a change in the nominated "Safety Director" from the Chief Executive to the Strategic Director: Resources.

Summary

The proposals set out in this report refer in the first instance to the Chief Officer Tier which will lead to some realignment of responsibilities at Head of Service/Second tier level.

The significant issues in the report are:

As outlined in the summary

Policy

1. The personnel implications arising from this change in structure will be dealt with by the Human Resources Committee. Shortlisting and interviews will be undertaken by the Appointments Committee, advised by the Chief Executive

Consultation

2. Internal

Those officers directly impacted on by these proposals have been consulted and suggestions integrated where applicable. The proposals have also been discussed with trade unions, at a meeting with the Chief Executive and Head of HR held on 21st April 2008.

3. External

N/A

Context

Proposal

4. The case for change

Bristol has a dynamic economy and members are rightly ambitious for the City to realise its full potential at regional, national and European level. This requires that the city is not only punching its weight economically but also the the City Council is taking a strategic leadership role alongside other key agencies to deliver high quality outcomes for local people. This will require the Council to raise its game to significantly improve its own performance. Members have already recognised this and have committed to a transformation programme to ensure that the Council is modernised and better able to respond to the challenges it faces. This ambitious agenda requires high calibre managerial leadership. The top team must be dynamic, focused and able to work partnership with elected members, city wide stakeholders and local communities - in essence it must be the best in the business.

Bristol City Council's performance both in terms of its own delivery and its partnership working has, in the recent past, been found wanting. Members have made a serious commitment to the Council taking a strategic lead for the benefit of Bristol as a whole and some improvements are evident. There is a widely acknowledged need for the Council to be manifestly more corporate in its behaviours and change its culture, re-engineer its processes to be more customer focused, maximise efficiencies and be more effective in its performance. It is therefore imperative that the top management structure reflects this.

The Blueprint for the future organisation identifies as number one in its key deliverables the establishment of a new Strategic Leadership Team (SLT) with strategic commissioning portfolios. The proposals attached are designed to give impetus to the Council's transformation and ensure that the pace of change is speeded up.

Principles

A number of key principles underpin the proposals set out in this paper. These are designed to ensure that there is a structure that is sustainable in terms of capability and capacity to deliver a high performing Council of the future. There is a significant reallocation of Chief Officer responsibilities, as set out in the proposed structure chart: Appendix A.

Portfolios

Each of the posts in the structure is based on a strategic portfolio model and has a City wide externally focused leadership role alongside elected members, as well as Council based accountabilities. These posts will be underpinned by a core set of generic strategic leadership and management competencies and each will have a formal lead for delivering specified strategic outcomes. They will additionally have responsibility for commissioning organisational activity via a group of Heads of Service that report to them on a day to day basis and for whose performance they will be held accountable. There are significant interdependencies across the portfolios and the achievement of strategic outcomes will be dependent on every post holder being corporate and taking a 'One Bristol' approach.

These portfolios will however need to be flexible over time and to respond to the exigencies of service delivery needs and could be subject to change following consultation with the Leader and appropriate elected members.

Therefore each portfolio will be

Strategic – being accountable for working in partnership to deliver specified outcomes

Corporate – being responsible for working as part of the Strategic Leadership Team on interdependencies, particularly those that cut across portfolio responsibilities. It will be the responsibility of all Directors to address issues such as deprivation and diversity, as well as championing specific neighbourhood partnerships.

Customer focused – by ensuring services are designed and commissioned to meet the needs of service users and communities; whoever the provider is.

Performance/VFM orientated – that every service draw on best practice to deliver the highest possible level of service whilst giving value for the public purse. This will include eradication of duplication where at all possible and leveraging in external resources where appropriate.

Future Proofing Delivery – by focusing not only on the needs of today but forward planning to address the challenges ahead and take advantage of the emerging technologies available.

Strategic Leadership Team

The Strategic Leadership Team outlined in these proposals will require that individuals adopt a different modus operandi to ensure an integrated strategic approach. This will require a culture shift within the whole organisation.

Deputy Chief Executive

Strategic Lead: LSP, LAA, Partnership Development and Commissioning

Corporate Accountability: Deputising for the Chief Executive. Day to day accountability for Strategic Planning, Marketing, Communications and Reputation Management; European/ External Affairs, Corporate Area Assessment, Performance and all inspections/ reviews, Emergency Planning.

Strategic Director Children, Young People and Skills

Strategic Lead: Learning, Skills and Employability

Corporate Accountability: Statutory responsibility for the Children and Young People's Service accountable for Learning and Achievement; Safeguarding; Corporate Parenting and Youth provision.

Strategic Director Health and Adult Social Care

Strategic Lead: Health and Modernising Adult Social Care Services

Corporate Accountability: Health policy and strategy and statutory responsibility for commissioning all adult social care, Safeguarding, Supporting people and promoting independent living.

Strategic Director City Development

Strategic Lead: Economy, Environment, Culture

Corporate Accountability: Strategic Highways and Transport, Strategic Regeneration, Economic Development, Housing Strategy / Land Use, Planning, Waste Strategy; Climate change, Culture, (inc festivals), Leisure and Libraries.

Strategic Director Neighbourhoods

Strategic Lead: Improved Neighbourhoods

Corporate Accountability: Safer Bristol (inc YOT) Community Cohesion, Housing, Benefits, Community Development; Street scene, Parks and Open Spaces (Cemeteries and Crematoria), Enforcement (inc Trading Standards), Licensing and Environmental Health.

Strategic Director Resources

Strategic Lead: Value for Bristol

Corporate Accountability: Strategic Finance (151 Officer); Corporate Procurement (category management and contract management); Strategic HR, Workforce Strategy (inc equality, diversity, HoS); Asset Management, Legal and Democratic Services (inc Member Development and Scrutiny); Audit, Risk Management, Council Tax, Contract Services.

Strategic Director Transformation (fixed term contract)

Strategic Lead: Integrated Services for Bristol

Corporate Accountability: Transformation and Change Programmes; Organisation Development; Programme and Project Management; Customer Access strategy, Transactional Shared Services, IT support, property maintenance.

It should be noted that whilst change is an integral part of organisational life, the transformation programme is likely to lead to

further realignment as it is rolled out. However the bulk of the transformation work should be completed and then mainstreamed within a three year time horizon, *during which time a decision can be made as to the provision/ location of these services in the future.*

Director of Public Health

The post of Director of Public Health which is a joint appointment of the Council / PCT will not be impacted on by these proposals and will continue to work across both organisations taking a lead on tackling health inequalities.

Other Matters for consideration

In addition it should be noted that the proposals no longer contain a Chief Executive's Department. The functions currently undertaken will be re-aligned within other strategic service area. There is however the addition of one Executive Officer post to support the Chief Executive on a day to day basis undertaking high level research and intelligence work, drafting papers, preparing presentations and undertaking high level liaison with external bodies e.g. GOSW, Audit Commission etc on a range of issues.

Members may also wish to take a view on allocation of the following responsibilities

It is recommended that the current responsibility held by the Chief Executive for Health and Safety be delegated to the Strategic Director Corporate Resources.

Timescale

It is well known that structural changes bring uncertainty and can therefore temporarily take some individual's eye off the ball. It is therefore recommended that notwithstanding agreed consultation mechanisms, any agreed proposals are implemented as a matter of urgency

Other Options Considered

5. Clearly there are many ways in which Chief Officer Teams can be structured. The proposal set out reflect the Chief Executive view that this is the optimum arrangement to ensure the council is able to deliver an ambitious and challenging agenda.

Risk Assessment

6. Delays in implementing new arrangements are likely to hamper the speed and the ability of the council to deliver on its strategic priorities.

Equalities Impact Assessment

7. The Personnel section of this report addresses the equalities issues related to the impact of these proposals on posts affected, and considerations to be taken into account in the appointment process. The current Chief Officer profile is: 2 women, 6 men; all are white British. The profile of the Strategic Leadership Team will be re-audited after appointments have been completed.

The proposals contained in this report aim to improve the capacity and ability of the council to address issues of disadvantage and discrimination, amongst other outcomes. The council, through its monitoring of the delivery of the Corporate Plan will be able to assess its performance against commitments made.

The recruitment process of any posts advertised externally will be designed to promote applications from potential BME candidates.

Legal and Resource Implications

Legal

It is for the executive to decide upon the fundamental managerial structure to ensure the continual improvement of council services. It is for the non-executive Human Resources Committee to decide upon terms and conditions of employment etc. The report presents a forceful case for the proposed changes on the basis of improving services.

Financial

(a) Revenue

The cost of the proposed CO structure is broadly in line with the cost of the current structure.

Current structure:

6 posts of Service Director & 1 post of ACX, incl
oncosts @ 26.5%

£985K

There is also a temporary Chief Officer Business Transformation post that is currently unfunded.

Proposed CO structure:

1 post of DCX & 5 posts of Strategic Director
(estimated: subject to JE), including oncosts @ 26.5% **£1,005K**

The cost of the Business Transformation post is not included in the base revenue budget, and will be financed from Business Transformation Programme funds for the duration of the programme (3 years @ £159K).

It is also proposed that a 3rd tier post of Executive Support Officer will be created, at a cost of £61K (subject to JE), including oncosts.

This post is not currently budgeted for. It is proposed that it be funded initially from the corporate contingency, but it is anticipated that in the medium term the cost will be offset by other changes in corporate/central staffing.

There will be one-off costs for the recruitment and selection process. These will be accommodated within existing budgets.

There will also be early retirement/redundancy costs if any existing postholders are displaced. These costs will be met from the Restructuring Reserve.

(b) Capital

N/A

Peter Robinson, Head of Corporate Finance and Procurement

Land

N/A

Personnel

Given the age profile overall in Local Government, appointments at both Chief Officer and Head of Service level should have regard to succession planning from the outset and be supported by a focused and continuous programme of performance management, development and coaching.

The roles and job descriptions for the chief officer posts have been revised significantly to reflect the changes set out in paragraph 4 above incorporating new portfolios which are “strategic”, “corporate”, “customer focused”, “performance/value for money orientated” and take into account “future proofing delivery” around forward planning, business transformation, and emerging technologies. There are a number of personnel implications, which will be considered by the HR Committee at its meeting on 8th May 2008.

The council is aware from its workforce monitoring that the profile of its current senior postholders do not reflect the profile of the city's population as a whole. This particularly relates to the Black and minority ethnic and Disabled people profiles. The council's commitment to address this deficit will be taken into account in the appointment processes associated with the Strategic Leadership Team and Heads of Service posts.

Appendices:

Appendix A - structure chart

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:**

None

Appendix A

Executive Support Officer

Chief Executive

Deputy Chief Executive

Strategic Lead: LSP, LAA, Partnership Development, Commissioning

Corporate Accountability: Deputising for CX, Day to day accountability for Strategic Planning, Marketing, Communications and Reputation Management, European / External Affairs Corporate Area Assessment, Performance, all inspections/ reviews, Emergency Planning

SD Health & Adult Social Care

Strategic Lead: Health and Modernising Adult Social Care Services

Corporate Accountability: Health policy and strategy and statutory responsibility for commissioning all adult social care Safeguarding, supporting people and promoting independent living

SD Children, Young People & Skills

Strategic Lead: Learning, Skills and Employability

Corporate Accountability: Statutory responsibility for the Children & Young People's Service, Accountable for Learning and Achievement, Safeguarding, Youth Service Corporate Parenting

SD City Development

Strategic Lead: Economy, Environment, Culture

Corporate Accountability: Strategic Highways Transport, Strategic Regeneration, Economic Development, Housing Strategy / Land Use Planning, Waste Strategy, Climate Change, Culture (inc festivals), Leisure, Libraries

SD Neighbourhoods

Strategic Lead: Improved Neighbourhoods

Corporate Accountability: Safer Bristol (inc YOT's) Housing, Benefits, Community Development, Street Scene, Parks and Open Spaces (including cemeteries and crematoria), Neighbourhood enforcement (inc Trading Standards), Environmental Health and licensing

SD Transformation

Strategic Lead: Integrated Services for Bristol

Corporate Accountability: Transformation and Change Programmes, Organisation Development, Programme and Project Management, Customer Access, IT Strategy, Transactional Shared Services, IT support

SD Resources

Strategic Lead: Value for Bristol

Corporate Accountability: Strategic Finance, (151) Corporate Procurement (category management and contract management), Strategic HR (inc internal equality, diversity, HoS), Assets, Legal and Democratic Services (inc Member Development) and Scrutiny), Audit, Risk Management, Council Tax, Contract Services

Director of Public Health

Health Inequalities