
Senior Management Restructure (Resources)

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| Committee considering report: | Executive |
| Date of Committee: | 14 December 2023 |
| Portfolio Member: | Councillor Jeff Brooks |
| Report Author: | Joseph Holmes – Executive Director (Resources) |
| Forward Plan Ref: | EX4471 |

1 Purpose of the Report

- 1.1 This report sets out the implication for the Executive of the consultation proposals for the Resources Management team restructure. The Senior Management Restructure (SMR) 2019 report set out a variety of changes to the Council’s management structure. These have only been partially implemented in the Resources Directorate to date. During November and early December a consultation took place within the Resources directorate concerning future senior management arrangements on a similar basis to the SMR 2019 report.
- 1.2 The Resources Restructure 2023 will see the removal of three substantive Head of Service posts with the creation of a Service Director post; this is in line with the Senior Management Structure paper March 2019 that was approved by the then Executive and established the Service Director post. As a result of the restructure there is a potential redundancy for a postholder and the purpose of this report is to seek the authority to make a redundancy payment if necessary.

2 Recommendation

Executive are asked to authorise the potential redundancy payments detailed in the Part II Report.

3 Implications and Impact Assessment

| Implication | Commentary |
|-------------------|--|
| Financial: | The restructure consultation report highlights potential cost savings of £96k arising from the proposal which are proposed |

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| | <p>to be re-invested in the Directorate to provide resilience in line with the intent of the SMR 2019 report.</p> <p>There could be a potential redundancy arising from this consultation and these are detailed in the part II element of the report.</p> | | | |
| Human Resource: | The HR implications, consultation and timescales have been discussed with HR (Service Lead) and HR Business partnering manager | | | |
| Legal: | There are no legal implications beyond those in respect of the Council's organisational change policies. | | | |
| Risk Management: | This report does reduce strategic capacity (one Service Director versus three heads of service) within the Resources Directorate, though with the proposals for Service Leads this does allow for greater resilience within service areas to balance this. | | | |
| Property: | None identified | | | |
| Policy: | None identified | | | |
| | Positive | Neutral | Negative | Commentary |
| Equalities Impact: | | x | | |
| A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality? | | x | | See Appendix A |

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| B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users? | | x | | |
| Environmental Impact: | | x | | |
| Health Impact: | | x | | |
| ICT Impact: | | x | | |
| Digital Services Impact: | | x | | |
| Council Strategy Priorities: | | x | | |
| Core Business: | x | | | <p>This should provide benefits by ensuring the directorate and wider leadership team of the Resources Directorate is consolidated and established, allowing for much greater comparability with other parts of the Council.</p> <p>There is greater resilience, especially in finance, with the ability for the new Service Director post having the ability to act as the section 151 officer and removing the requirement for the Executive Director (Resources) to be the s151 officer.</p> |
| Data Impact: | | x | | |
| Consultation and Engagement: | <p>The consultation document was shared with the Resources directorate on the 16th November 2023 and any members of staff directly affected on the 15th November.</p> <p>Unison were briefed the week commencing the 13th November.</p> <p>Executive portfolio holders for this area have been briefed.</p> | | | |

4 Executive Summary

- 4.1 The proposed new structure for the Resources Directorate would see the following changes:
- (a) The creation of a new department supported by the previously agreed Service Director post
 - (b) The removal of existing Heads of Service posts
 - (c) The movement of services beneath the two Service Director posts. The paper also sees the Service Director (Transformation) post becoming permanent on the basis of future transformational work that will be required.
 - (d) The establishment of Service Lead posts beneath the Service Directors
- 4.2 The purpose of the restructure is to improve the efficiency of the directorate by establishing clear management arrangements broadly in line with the original Senior Management Restructure paper. The rationale for its establishment is not repeated here in full, but further in the report is the link to the original report.
- 4.3 The completion of the structure will enable:
- (a) Greater alignment between complementary services to improve efficiency and service delivery
 - (b) A simpler senior management structure for internal customers to understand and clarify responsibility and accountability
 - (c) Financial savings as originally articulated within the SMR paper; these are being proposed to be reinvested within the respective departments. Recruitment timescales to any of these posts will mean that the redundancy costs contained within this report are consumed in under 12 months.
 - (d) Clarity within the Resources directorate on service lead posts

5 Supporting Information

Introduction

- 5.1 The original SMR paper sets out the background to this paper. In summary, the senior management structure in the Resources area has remained partially implemented, with the Strategy & Governance department created in 2020. The other half of the directorate, including Finance & Property, ICT and Commissioning & Procurement has not been implemented. The Resources restructure seeks to complete the full restructure of the directorate.

Background

- 5.2 The original Senior Management Restructure (SMR) report can be found at <https://decisionmaking.westberks.gov.uk/documents/s73551/8.%20Senior%20Manage>

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[ment%20Arrangements%20from%20April%202019%20Summary%20post%20consultation.pdf](#)

5.3 Since the approval of the SMR report, the emergent implementation that was expected to take “2-3 years” has not occurred in full. This restructure proposes the completion of the structure in the Resources directorate. The 2019 report approved the replacement of the 13 Heads of Service posts with 7 Service Director posts across the Council. For the Resources directorate this was originally seen as a Service Director (Strategy and Governance) and a Service Director (Customer Services). There have been some changes to original constitution of those two roles per the table below between 2019 and 2023:

Table 1.1: Resources Restructure 2019 v 2023

| | Service Director (Strategy & Governance) | Service Director (Customer Services) |
|---|---|--|
| 2019 (neither Service Director posts were immediately established) | <ul style="list-style-type: none"> • Legal • Strategic Support • HR | <ul style="list-style-type: none"> • Finance & Property • ICT and customer services • Commissioning |
| 2021 (Strategy & Governance restructure) | <ul style="list-style-type: none"> • Legal and Democratic Services • HR • Customer, Engagement and Transformation • Audit | |
| 2023 | <ul style="list-style-type: none"> • Legal and Democratic Services • ICT • HR • Customer, Engagement and Transformation | <ul style="list-style-type: none"> • Finance & Property • Commissioning & Procurement |

5.4 There is a potential redundancy implication arising from the restructure if nothing changes from the consultation document. This would be at the level requiring Executive approval, and it is proposed (subject to consultation) that the Executive approve this payment.

6 Other options considered

6.1 As detailed in the consultation, including the 'do nothing' option.

7 Conclusion

7.1 For the Executive to approve the redundancy payment included in the report.

8 Appendices

8.1 Appendix A - EIA

Background Papers:

SMR 2019- item 101

<https://decisionmaking.westberks.gov.uk/ieListDocuments.aspx?CId=117&MIId=4678>

Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Scrutiny Commission or associated Committees or Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Officer details:

Name: Joseph Holmes
Job Title: Executive Director Resources
Tel No: 01635 503540
E-mail: joseph.holmes1@westberks.gov.uk

Appendix A

Equality Impact Assessment (EqIA) - Stage One

| | |
|---|---|
| What is the proposed decision that you are asking the Executive to make: | To approve (in part II) potential redundancy payment |
| Summary of relevant legislation: | n/a |
| Does the proposed decision conflict with any of the Council's priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> This report completes a proposal as approved and consulted upon in March 2019 by the Executive |
| Name of Budget Holder: | Various within Resources |
| Name of Service/Directorate: | Resources |
| Name of assessor: | |
| Date of assessment: | |
| Version and release date (if applicable): | |

| Is this a ? | | Is this policy, strategy, function or service ... ? | |
|------------------|---|---|---|
| Policy | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | New or proposed | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Strategy | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | Already exists and is being reviewed | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Function | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | Is changing | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Service | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | | |

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| (1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it? | |
| Aims: | To complete the Resources directorate restructure |

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| Objectives: | To enact a review structure |
| Outcomes: | A more resilient and cost effective structure |
| Benefits: | Resilience and financial benefits to re-invest in the directorate |

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)

| Group Affected | What might be the effect? | Information to support this |
|--------------------------------|---------------------------|-----------------------------|
| Age | N/a | |
| Disability | N/a | |
| Gender Reassignment | N/a | |
| Marriage and Civil Partnership | N/a | |
| Pregnancy and Maternity | N/a | |
| Race | N/a | |
| Religion or Belief | N/a | |
| Sex | N/a | |
| Sexual Orientation | N/a | |
| Further Comments: | | |
| | | |

(3) Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?

Yes No

The initial SMR proposals were subject to a consultation and an EIA in February 2019 <https://decisionmaking.westberks.gov.uk/documents/s73551/8.%20Senior%20Management%20Arrangements%20from%20April%202019%20Summary%20post%20consultation.pdf>

This decision is enacting those decisions from March 2019.

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| Will the proposed decision have an adverse impact upon the lives of people, including employees and service users? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| See above | |

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a EqlA 2.

If an EqlA 2 is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the EqlA guidance and template – <http://intranet/index.aspx?articleid=32255>.

| | |
|--|---|
| (4) Identify next steps as appropriate: | |
| EqlA Stage 2 required | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Owner of EqlA Stage Two: | |
| Timescale for EqlA Stage Two: | |

Name: Joseph Holmes

Date: 13.11.2023

Please now forward this completed form to Pamela Voss, Equality and Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.