

# SENIOR MANAGEMENT FRAMEWORK

## ROLE OF CORPORATE MANAGEMENT TEAM (CMT)

CMT consists of Strategic Directors and the Director of Public Health, supported by relevant colleagues as required. Its focus is on the corporate agenda, empowering Leadership Team to make decisions in a timely fashion whilst considering proportionate responses to risk, and to ensure statutory or mandatory frameworks are followed.

CMT will focus on the delivery of Public Service Reform and the Thrive agenda; delivery of a sustainable budget and a sustainable Council; be the guardians of the five Thrive pledges and the Medium-Term Financial Strategy (MTFS) themes; oversee strategic planning; provide organisational oversight; deliver corporate priorities; ensure accountability; engage in horizon scanning; support political management; and, support the organisation through strong leadership of the Council's services and functions.

## ROLE OF LEADERSHIP TEAM

The Council's Leadership Team consists of CMT and Service Directors; it is the critical conduit between the agenda set by Councillors and CMT and the delivery of strategies and functions to secure high quality outcomes. Leadership Team is collectively responsible, through good management of people and resources, for delivering joined up services to the people of Gateshead based on the Thrive Principles, and organised around the MTFS.

The Council will roll out a new Leadership Development programme to support and equip Leadership Team with the knowledge and skills they need to face this challenge.

Key to building leadership capacity is providing the space and trust to empower decisions to be made at the appropriate level, quickly and defensibly. Senior Management Groups (SMG) will consider issues and make decisions, with CMT involvement by exception.

## OFFICE OF THE CHIEF EXECUTIVE

**Chief Executive:** Sheena Ramsey

**Functions:** Head of Paid Service; corporate communications; strategic policy and planning framework; equalities; advice to the Chief Executive; and, management of senior management support.

**Proposals:** It is proposed that the current post of Service Director, Policy, Performance and Communications is reconfigured and transferred to the Resources and Digital Group. Additional responsibilities relating to customer experience will be allocated to this role, whilst communications; research and development; equalities; and, policy will be retained in the Office of the Chief Executive.

## STRATEGIC DIRECTOR - CHILDREN, ADULTS AND FAMILIES

### **Strategic Director: Caroline O'Neill**

It is proposed that this Group is renamed Children, Adults and Families.

**Functions:** Statutory DASS and DCS; children's social care; adult social care; care call; learningSkills; early years; youth justice; troubled families; domestic abuse; family group conferencing; family support; play services; independent advice and guidance/careers education; SEND services; education psychology; school improvement; governor support services; training and conferencing; commissioning, placement and provision; quality assurance and monitoring; IRO service; performance and regulatory body compliance.

**Proposals:** A new post of Deputy Strategic Director will be created which will be the Deputy DCS responsible for the strategic overview of children's social care.

The following roles will be deleted from the staffing establishment:

- (1) Service Director, Early Help - Targeted Family Support; and,
- (2) Service Director, Social Work - Children and Families.

As the new Deputy Strategic Director post is significantly different from either of the two roles proposed as deleted, this role will be advertised externally. One postholder has expressed an interest in voluntary redundancy and it is proposed that this is agreed. The remaining postholder is invited to apply for the new deputy role, however, if unsuccessful, will be proposed as redundant unless suitable alternative employment becomes available.

The existing postholders of Service Director Health and Social Care, Commissioning and Quality Assurance (Gateshead System Lead); Service Director, Adults Social Care; and, Service Director Education, Schools and Inclusion will be assimilated to their current roles.

## STRATEGIC DIRECTOR – CORPORATE SERVICES AND GOVERNANCE

### **Strategic Director: Mike Barker**

**Functions:** Statutory Monitoring Officer; democratic services; corporate and information governance; complaints and FOIs; legal services; electoral services; human resources (HR); workforce development; occupational health and safety; print point; corporate commissioning and procurement; registrars; public service reform; legal and GDPR consultancy.

**Proposals:** The vacant role of Service Director, Legal and Democratic Services will be advertised externally. The remaining three Service Directors will be assimilated to their current roles. Responsibility for property and asset management, including the corporate property officer role will be transferred to the newly formed Economy, Innovation and Growth Group.

The Monitoring Officer will work with the Gateshead Housing Company (TGHC) to assure the Council on its responsibilities relating to good governance. Legal and democratic services will provide support to the Joint Transport Committee. Corporate Commissioning and Procurement will work closely with Resources and Digital to maximise how the Council spends its budget on commissioned services. HR and Workforce Development will work closely with TGHC to

maintain parity across the two organisations and to assure the Council on its health and safety responsibilities.

## STRATEGIC DIRECTOR - RESOURCES AND DIGITAL

### **Strategic Director: Darren Collins**

It is proposed that this Group is renamed Resources and Digital.

**Functions:** Treasurer and statutory s151 Officer; corporate finance; exchequer services; investment strategy; capital strategy; financial planning; insurance; Housing Revenue Account (HRA) finance; IT services; benefits and financial assessments; council tax and NNDR collection; HR support; payroll; internal audit; financial consultancy; investment planning; performance management; services to schools; commercial services; customer experience and digital.

Functions in relation to building cleaning, facilities management, and catering will transfer to the newly formed Housing, Environment and Healthy Communities Group. Leisure services, culture, and libraries will transfer to Public Health.

**Proposals:** The following roles will be deleted from the staffing establishment:

- (1) Deputy Strategic Director, Corporate Finance; and,
- (2) Service Director, Customer and Financial Services

A new role of Service Director, Financial Management (Deputy s151 Officer) will be created. This role is significantly different to the two roles proposed as deleted and therefore will be advertised externally. The current postholders have expressed an interest in voluntary redundancy and it is proposed that these applications are approved.

It is proposed that the post of Service Director, Policy, Planning and Performance currently within the Office of the Chief Executive will be reconfigured to Service Director, Customer Experience and Digital, and transferred to Resources and Digital. Additional responsibilities relating to customer experience will be allocated to this role whilst communications, equalities research and development, and policy will be retained in the Office of the Chief Executive. The current postholder will be assimilated to the post of Service Director, Customer Experience and Digital.

It is also proposed that the role of Service Director, Trading and Commercialisation will be reconfigured to Service Director, Commercialisation and Improvement and the current postholder will be assimilated to this role. The role will retain responsibility for the management of events strategy. Additional responsibilities of performance management, internal audit, and risk will be added to this role.

The existing postholder of Service Director for IT will be assimilated to his current role.

The Treasurer (s151 Officer) will continue to manage the HRA and will work with TGHC to ensure optimum deployment of resources in respect of housing and also manage school balances and the dedicated school grant and oversee the financial management of the Council's wholly owned Companies.

## STRATEGIC DIRECTOR – HOUSING, ENVIRONMENT AND HEALTHY COMMUNITIES

### **Strategic Director (acting): Colin Huntington**

It is proposed that two new Groups are established in place of the current Communities and Environment Group (see below also). The first Group will be responsible for Housing, Environment and Healthy Communities.

**Functions:** A new cluster of functions bringing together housing policy; Housing Revenue Account (HRA) management; TGHC compliance; internal facilities management; building cleaning; catering; fleet management; highways (parking & regulation, network management, traffic projects & management, highway management; engineering & landscape design, technical services, and enforcement; grounds maintenance; street cleansing; parks; Regent funeral services; bereavement; fixed play; arboriculture; winter-maintenance; pest control; waste collection and waste partnership contract management; parking enforcement; neighbourhood management; strategic maintenance functions; technical compliance (with the exception of corporate property data management); schools landlord & compliance; construction (minor works); housing management; strategic housing; and, neighbourhood services.

**Proposals:** A new substantive role of Strategic Director, Housing, Environment and Healthy Communities will be established. Subject to the Council's Special Appointments Committee being satisfied that the acting postholder is suitable for the role, having been interviewed and assessed against the criteria within the role profile, it is proposed that the acting postholder is appointed to the Strategic Director post on a permanent basis. Should the Committee not be satisfied, the role will be advertised externally.

It is proposed that the following roles are deleted from the current establishment of the Communities and Environmental Services Group:

- (1) Service Director, Street Scene; and
- (2) Service Director, Commissioning and Business Support.

The following new roles will be created:

- (1) Service Director, Housing, Compliance and Traded Services;
- (2) Service Director, Highways, Waste and Enforcement; and
- (3) Service Director, Environment and Fleet Management.

It is proposed that role (1) is advertised externally and roles (2) and (3) are advertised internally across the Council in the first instance. If the Special Appointments Committee does not appoint the current acting Strategic Director to the Strategic Director, Housing, Environment and Healthy Communities post on a substantive basis, he will be assimilated to post (2) above.

## STRATEGIC DIRECTOR – ECONOMY, INNOVATION AND GROWTH

As detailed above, it is proposed that two new Groups are established in place of the current Communities and Environment Group. This second Group will be responsible for Economy, Innovation and Growth.

**Functions:** spatial planning and environment; planning; development and building control; road safety management; travel planning; land drainage and flood risk management and defence policies; trading standards; traffic and accident data unit; transport policy and research; development and strategic transport; business growth; jobs and skills; tourism; major projects; corporate property & data management; corporate property officer; design services; major works technical design; climate change; housing development (building); structures & land reclamation; planning & highway enforcement; highways licensing enforcement; environmental health licensing; private sector housing (Gateshead Private Landlords); poverty; and, energy team.

**Proposals:** It is proposed that the following roles will be reconfigured and the current postholders will be assimilated:

(1) Service Director, Development, Transport and Public Protection will be reconfigured to Service Director, Planning Policy, Climate Change and Strategic Transport;

(2) Service Director, Economic Development will be reconfigured to Service Director, Business, Employment and Skills; and

(3) Service Director, Design and Technical Services will be reconfigured to Service Director, Major Projects and Corporate Property.

A new role of Strategic Director, Economy, Innovation and Growth will be created and advertised externally.

Note: whilst functions have been allocated, a new Strategic Director may wish to make further proposals to the staffing structure of this Group in the future. Any such proposals will be subject to further separate consultation as necessary.

## DIRECTOR OF PUBLIC HEALTH AND WELLBEING

**Director: Alice Wiseman**

**Functions:** Statutory functions: health protection assurance; Director of Public Health statutory report; Clinical Commissioning Group (CCG) Specialist Public Health advice to NHS Commissioners; surveillance and assessment of the population's health and wellbeing; strategy and policy development for health improvement; leadership and collaborative working for health; performance management for health improvement and health protection; assessing the evidence of effectiveness of health and healthcare interventions.

**Proposals:** It is proposed that responsibility for the following services, all of which contribute to the health and wellbeing of the people of Gateshead, are transferred from the Corporate Resources Group and the Communities and Environment Group to Public Health: recreation and leisure (including allotments); events (operational only, events strategy will be retained within Resources and Digital group); libraries; culture; community safety; and emergency planning and resilience. The Consultants in Public Health will be assimilated to their current roles which will be renamed Service Director, Health and Wellbeing, although also to be referred to as Consultants for professional consistency.