

TITLE OF REPORT: Senior Management Staffing Structure

REPORT OF: Sheena Ramsey, Chief Executive

Purpose of the Report

1. To seek Cabinet agreement to a revised senior management staffing structure and to recommend it for approval to full Council.

Background

2. It is important for any organisation to ensure that its senior management structure is kept under review. The current structure was agreed in October 2019 and comprises the Chief Executive and a Corporate Management Team (CMT) of six Strategic Directors, supported by Service Directors.
3. Incorporated into the Corporate Management Team are a number of statutory roles: i.e. roles the Council is required to designate to senior officers, for them to fulfil particular responsibilities on the Council's behalf. These include the Director of Children's Services (section 18 of the Children Act 2004) and the Director of Adult Social Services (section 6 of the Local Authority Social Services Act 1970).
4. Members will be acutely aware of the national social care crisis and the increased demands on the care system in both children's and adult's settings. At present, the Council's Strategic Director, Children, Adults and Families holds both statutory roles of Director of Children's Services (DCS) and Director of Adult Social Services (DASS) - commonly known as a 'twin hatter'.
5. While many councils, including Gateshead, adopted a twin-hatter model for these statutory roles (with a view, primarily, to securing a joined-up strategic approach to the delivery of these two major and resource intensive functions), twin-hatters are becoming increasingly rare, with only 26 of 151 Councils now retaining this model.
6. With the pending retirement on 31 March 2022 of the current Strategic Director, Children, Adults & Families, the Chief Executive has taken the opportunity to review the current arrangements in these service areas and, following consultation with the relevant statutory lead members and portfolio leads, recommends the following changes.

Proposal

7. It is proposed that the current Children, Adults and Families Group is split to establish two new service groups: Integrated Adults' and Social Care Services; and Children's Social Care and Lifelong Learning. The new service groupings within the senior management structure would therefore be:

- Office of the Chief Executive
 - Integrated Adults' and Social Care Services
 - Children's Social Care and Lifelong Learning
 - Corporate Services and Governance
 - Resources and Digital
 - Housing, Environment and Healthy Communities
 - Economy, Innovation and Growth
 - Public Health and Wellbeing
8. As a result of this change there will be a need to review the services which currently report to the Strategic Director of Children, Adults and Families. It is proposed that the Service Director structure as detailed in Appendix 2 is adopted initially. Following appointment to the two new roles, further consideration will be given to the structures as appropriate. The role profiles of these posts outlined in Appendix 2 will be reviewed and, where necessary, re-evaluated to ensure gradings remain correct. Further work will be required to ensure the supporting teams are aligned as appropriate. Financial and other implications of the proposals are set out in Appendix 1.
9. The proposed implementation date of this new structure is 1st April 2022.
10. Should Council agree to the proposed restructure, the recruitment process will commence promptly in order to minimise the period over which the two new posts are vacant. It is proposed to advertise the vacancies externally, inviting candidates from both within and outside the Council. The recruitment process will be overseen by the Special Appointments Committee, which will select a short list of candidates, carry out interviews, and make an appoint to the post (if appropriate), as prescribed in the Council's Constitution.
11. Whilst the recruitment process takes place it is proposed that the Chief Executive makes interim internal arrangements to cover any temporary vacancy that might arise in respect of either new post, following the retirement of the current Strategic Director, Children, Adults and Families, which will include additional management oversight from the Chief Executive personally, as required.

Recommendations

12. That Cabinet recommends Council to:
- (i) Approve the amendments to the organisation structure as detailed in this report with an implementation date of 1st April 2022.
 - (ii) Authorise the Chief Executive to approve the final salary grades of Service Director roles, within the Council's current pay policy framework and grading structure, taking into consideration advice from the LGA, following the application of the LGA job evaluation scheme.
 - (iii) Authorise the Strategic Director, Corporate Services and Governance to make such changes to the Council's Constitution he deems necessary as a consequence of the changes so approved.

- (iv) Authorise the Chief Executive to determine appropriate interim arrangements as necessary to cover any vacancies which might arise in respect of either of the new posts.

For the following reason:

To enable continued improvement in the co-ordination of Council functions, the organisation of its employees, and to enable Council services to focus on delivery of the Thrive agenda in a more efficient and effective way, embracing the Public Service Reform principles.

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APPENDIX 1

Policy Context

1. The revised staffing structure resulting from these proposals will support the management of the national social care crisis and delivery of the Council's Thrive agenda and in the implementation of the Council's priorities.

Background

2. It is important in any organisation to ensure that its senior management structure is kept under review. This is increasingly important in local government to ensure that the services we deliver accurately reflect the changing operating context, and the priorities that drive the organisation. This is essential if we want to respond effectively to national and local policy and most importantly to the changing needs of the people of Gateshead.
3. The Council's Medium-Term Financial Strategy (MTFS) will remain the focus for achieving and maintaining financial sustainability in the current challenging context and will align to the Council's Thrive principles. All services will contribute to delivery of the MTFS directly and indirectly.

Main Changes

4. The main change is the separation of one Group which manages all aspects of social care into two distinct Groups to provide the capacity to focus on children and adults as separate functions, each warranting the strategic oversight and leadership of an individual chief officer. These roles will also be responsible for ensuring that there is sufficient emphasis on transforming services and delivering efficiencies and savings in response to the significant financial pressures the Council faces in these areas.
5. The separation of the Strategic Director post into two strategic roles will reflect the criticality of adult social care and support the inspection regime which will be in place in 2023 in respect of adult care. Unlike children's services, this area has not been subject to external inspection for the past eleven years; however, such external scrutiny will be introduced to reflect that in place in children's services.

Implementation and Transition

6. It is proposed that the new staffing structure is implemented on 1 April 2022 following the retirement of the Strategic Director and the Service Director, Education, Schools & Inclusion on 31 March 2022. It will be necessary to support the effective transition of functions, and to take account of recruitment timescales.

Consultation

7. Trade unions have been consulted on these proposals in accordance with the Council's policy and relevant legislation. All affected employees were also invited to comment on the proposals. The responses received were positive.

8. The Leader, Deputy Leader, and portfolio holders for Adult Social Care and Children & Young People have been consulted on the proposals. The outcome of those meetings has been very positive and supportive of the proposals as put forward.

Alternative Options

9. The proposals put forward by the Chief Executive are the optimum response to the demands placed on the Council, as set out above. No specific alternative structure is therefore recommended for consideration alongside the proposals. While one alternative option would be to make no change to the current structure of the Council, this would not make the positive contribution toward achieving the aims as set out above.

Implications of Recommended Option

10. Resources:

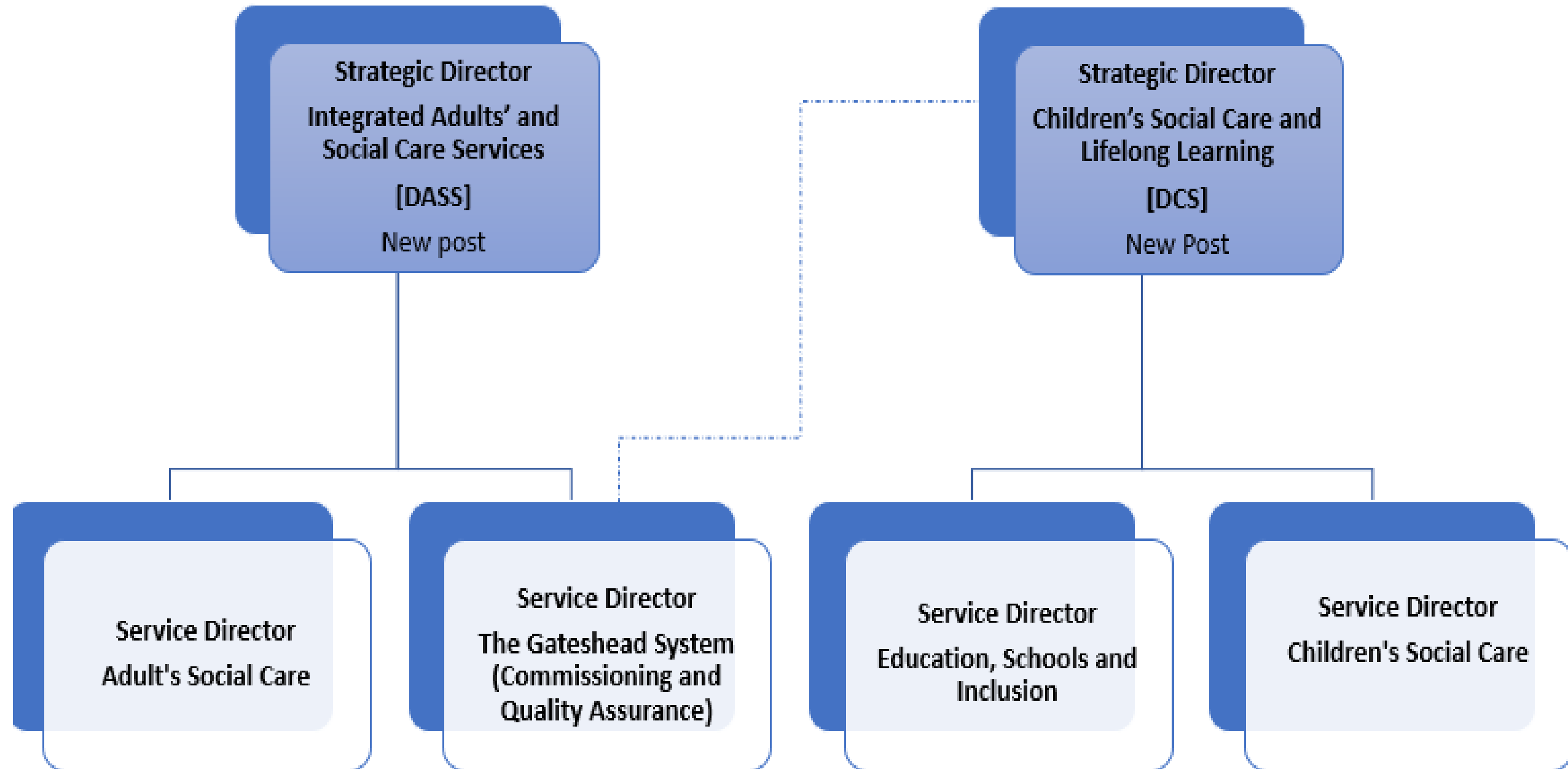
- a) **Financial Implications** – The Strategic Director, Resources & Digital confirms that the additional cost of the proposed structure can be met from existing resources. The overall aim of the revised staffing structure is not to facilitate budget savings but rather to improve service delivery and focus on priorities and outcomes as part of the agreed three-year budget approach, including efficiency and securing value for money. The structure below Strategic Director level will be the subject of a future report.
- b) **Human Resources Implications** – Human resource implications may arise from a review of role profiles of some Service Director roles. There are no redundancy implications. The current Strategic Director, Children, Adults and Families, and the Service Director, Education, Schools and Inclusion are retiring on 31 March 2022. It is proposed that the post of Service Director, Education, Schools and Inclusion is advertised externally, following a review of the role profile and any necessary refresh of the associated job evaluation. The two new roles which replace the current Strategic Director role will also be advertised externally. The current PA arrangements will be maintained and shared between the two new posts.
- c) **Property Implications** - there are no property implications arising directly from this report.
11. **Risk Management Implications** - there are no risk management implications arising directly from this report.
12. **Equality and Diversity Implications** – there are no direct equality and diversity implications arising from this report.
13. **Crime and Disorder Implications** – there are no crime and disorder implications arising directly from this report.
14. **Health Implications** – there are no direct health implications arising from this report.
15. **Climate Emergency and Sustainability Implications** - there are no direct climate emergency and sustainability implications arising from this report.

16. **Human Rights Implications** - there are no human rights implications arising from this report.
17. **Ward Implications** - there are no ward implications arising from this report.

Background Information

18. Appendix 3 details the current staffing structure.

Appendix 2 – Proposed Staffing Structure 1 April 2022
Integrated Adults' and Social Care Services Group; and Children's Social Care and Lifelong Learning Group



Appendix 3 – Current Staffing Structure – Children, Adults and Families Group

