1. **SUMMARY**

1.1 This report seeks approval from Cabinet to restructure the Corporate Development Senior Management Team.

1.2 The proposed changes will delete one Chief Officer post (Director of Transformation and HR) and create two new Chief Officer posts (Director of Strategy and Change and Director of Employee Experience posts) to ensure there is sufficient strategic focus on these critical areas of the Council’s work.

1.3 If approved, the new posts will report to the Strategic Director - Corporate Development and appointments to both roles will be made by Staffing Committee.

2. **RECOMMENDATIONS**

2.1 Cabinet is recommended to:

2.1.1 Approve the deletion of the Divisional Director of Transformation and HR and agree the creation of the Divisional Director of Strategy and Change, and Divisional Director of Employee Experience posts.

3. **PROPOSALS**

3.1 The Corporate Development directorate is designed to provide trusted help for staff and residents. The directorate delivers high quality support services (ICT and Digital, Transformation and HR and
Communications and Culture) that enable the essential core operations of the Council to be delivered.

3.2 During 2019 work has been undertaken to review the structure, vision and operating model for Corporate Development, with the aim of ensuring the directorate:

- continues to successfully enable the delivery of Creating Futures;
- provides essential support services to the council as effectively and efficiently as possible; and
- is financially sustainable and delivers the savings required by the MTFS.

3.3 The departure of the current Director of Transformation and HR in August provides an opportunity to realign the management responsibilities within Corporate Development. The proposals seek to delete the Director of Transformation and HR post, recognising that the remit of this role has recently expanded with the additional services transferred from elsewhere in the Council. This postholder is now responsible for the following teams/services:

- The Transformation and Digital and ICT Change teams
- The Insight and Intelligence and Service Design teams
- Business Intelligence
- Policy
- Human Resources
- Health & Safety

3.4 It is proposed to create two new director roles that will cover the above areas. The Director of Strategy and Change will be responsible for Change, Insight and Service Design, Policy and Business Intelligence and the Director of Employee Experience will be responsible for Human Resources and Health & Safety.

3.5 The Creation of the Director of Strategy and Change role is expected to strengthen the Council’s strategy and change capability, with a particular focus on using insight and intelligence to shape Council strategies, policies and service planning decisions.

3.6 The Creation of the Director of Employee Experience is expected to help ensure that the Council continues to deliver progressive HR policies and schemes, while building a new focus on the quality of employees’ experiences whilst at work and strengthening our approach to culture change and skills development.

4. OPTIONS & ALTERNATIVES CONSIDERED

4.1 An option to maintain the existing senior management structure was considered by the Strategic Director for Corporate Development. However, it was deemed that due to the expansion of the current
Director of Transformation and HR role, the Council may struggle to recruit to this role given the broad range of services within it.

4.2 As such, it was deemed that the Council would be better placed to proceed with two distinct director roles to ensure the Corporate Development Management Team has the necessary experience and expertise to appropriately direct these functions.

5. SUSTAINABLE COMMUNITY STRATEGY PRIORITIES (AND OTHER NATIONAL OR LOCAL POLICIES OR STRATEGIES)

5.1 The creation of the new Director of Strategy and Change role will work with senior stakeholders and services to deliver the Council’s Creating Future Strategy.

5.2 As detailed above in section 3.6, the creation of the new Director of Employee Experience role will work to improve our offer to staff and managers, ensuring that their experiences and needs are helping to shape and inform the Council’s future strategies and policies.

6. CONSULTATION

6.1 As part of any service transformation implementation, an assessment will be completed to determine any consultation required. Where consultation is required this will be undertaken to ensure that those affected by any service changes have the opportunity to comment on the implementation of the proposals.

7. IMPLICATIONS

7.1 Finance, Value for Money and Risk

7.1.1 The cost of a Divisional Director is £121,000. It is proposed that the second additional director will be funded from central contingency.

7.1.2 This proposal will ensure the Council gets better outcomes for residents for this additional spend as it will ensure there is sufficient strategic focus on these critical areas of the Council’s work under the remit of the two proposed Chief Officers.

7.1.3 The creation of the Director of Strategy and Change is expected to strengthen the Council’s strategy and change capability, with a particular focus on using insight and intelligence to shape Council strategies, policies and service planning decisions, which will work to deliver improved outcomes for residents.

7.1.4 The creation of the Director of Employee Experience is expected help to support our staff, ensuring they have the skills they need to undertake their roles, enabling them to deliver services more effectively for residents.

7.2 Legal
7.2.1 Cabinet has responsibility for approving the senior management structure. Section 112 of the Local Government Act 1972 provides a general power to employ staff on such terms and conditions as the authority considers reasonable. It must do so within the framework of statutory employment law and its contractual obligations.

7.2.2 New Chief Officer positions must be created in accordance with the Council’s Pay Policy. The Council’s Staffing Committee has delegated authority to appoint to new chief officer and deputy chief officer posts. All other posts are delegated to the Chief Executive or his delegates under the Council’s General Scheme of Delegation. The Council’s Pay Policy will need to be updated with any changes implemented and amendments made to the Employment Procedure Rules Appendix A.

7.3 Equalities and Diversity

7.3.1 As set out in Appendix A, an initial screening exercise of the equality impact of this decision was undertaken and determined there was no impact on the Council’s equality duty.

7.4 Sustainability (including climate change, health, crime and disorder)

7.5 No sustainability implications arise from this report, as advised by the reporting officer.

7.6 Council Infrastructure

7.6.1 The proposals will be met from central contingency funds.

7.7 Brexit

7.7.1 No Brexit implications arise from this report

BACKGROUND INFORMATION (as defined by Local Government (Access to Information) Act 1985)

None