

# **North Somerset Council**

## **Report to the Executive**

**Date of Meeting: 21 October 2020**

**Subject of Report: Organisational restructure**

**Town or Parish: N/A**

**Officer/Member Presenting: Chief Executive / Head of Paid Service**

**Key Decision: No**

### **Reason:**

The purpose of this report is to update members on a revised organisational structure proposal including amendments to the senior management structure; approve the proposed new structures for consultation and, subject to consideration of consultation responses, implementation with or without modification including consequent decisions and to agree the process of appointing.

### **Recommendations**

The Executive agrees that:

The detailed proposals contained in the exempt appendix to this report be approved for consultation

Subject to consideration of consultation responses, by the Head of Paid Service, the proposals be implemented with or without modification

The Head of Paid Service undertakes consequent actions including appointments in line with applicable policies and processes

#### **1. Summary of Report**

The purpose of this report is to update members on a revised Council structure including changes to the senior management structure.

#### **2. Background**

The new council corporate plan was approved in February, which outlines an ambitious set of priorities for the council. Since then Covid-19 has had a fundamental impact on the way we work as a council and how we respond to demand

for council services. The council has also received a Requires Improvement judgement for Children's Services, reflecting a lack of sustained improvement.

The revised council corporate plan has now been approved, showing the changes driven by the pandemic response and the ambition to achieve good or outstanding in terms of future Ofsted judgement for childrens services.

A new set of values have been co-produced with staff and these will influence our behaviours moving forwards :



Covid-19 has also adversely impacted the council's financial position both in year and looking towards 2021/22 and beyond. The council will need to make additional savings to balance its budget, whilst forging ahead to achieve key priorities and transform how services are delivered. The CEO has reviewed and evaluated the strengths and weaknesses of the current arrangements and developed proposals. The following driving principles have been adopted.

- Delivering the council corporate plan priorities and responding to the pandemic effectively requires a new senior team structure to lead the organisation confidently as it transforms, works collaboratively and responds at pace to the challenges it faces.
- This review and any other staffing reviews should deliver a significant contribution to the council's expenditure reductions and support the delivery of a balanced MTFP
- The principle of consolidating and aligning similar functions and disciplines continues to ensure consistency, drive efficiency and improve service resilience.

- All future staff reviews need to review and reduce layers of management hierarchy and broaden the spans of control, driving efficiency and ensuring effective accountability.

As we move forwards with our transformation programmes, we also have our operating model design principles, i.e. the guiding principles to inform how our organisation operates. These principles will guide how we transform and how we deliver our services on a daily basis:

- Customer focus - We will place residents, businesses and communities at the heart of everything we do; from the decisions we make to the services we deliver.
- Demand Management focus – We will encourage a strengths-based approach to individuals and encourage community resilience, managing demand in the most cost-effective way which improves outcomes for people.
- Partnership – We will work with our partners to maximise outcomes for our residents and businesses
- Data/Insight Led - We will use data about our area, services, residents and neighbourhoods to make informed decisions, challenge the way things are done, and understand the impact we are having across North Somerset.
- Commercially minded and efficient - We will think more commercially about our approach to resources and opportunities, continuing to make sure that we deliver excellent value for money. We will drive out waste wherever we can to become as efficient as possible whilst remaining effective.
- Digitally Driven - We will use technology to transform the way the Council works and deliver services that are better and cheaper in helping to deliver our ambition.

### **3. Organisation Structure**

The proposals detailed in the exempt appendix contain realignment of services within directorates to more efficiently and effectively deliver the above objectives and priorities and propose a revised management structure to support that delivery and respond to the challenges presented as we continue to respond to and recover from the Covid pandemic and prepare for requirements presented by Brexit.

The detailed proposals are currently the subject of confidentiality and consideration in exempt session given the need to consult with affected officers before final proposals are aired publicly and implemented. Decisions required at this point fall to the Executive but other councillors and the wider organisation will be informed as soon as details can be confirmed and disseminated appropriately.

### **4. Consultation**

Affected individuals will be consulted subject to the Head of Paid Service's proposals being adopted.

Union and staff groups affected will also be consulted as will councillors.

Given the sensitive nature of the changes proposed consultation has not been commenced until the proposals have been considered in principal. A clear process, in line with council policy and process is in place to facilitate this once agreement in principle to proposals by the Executive is confirmed.

## **5. Financial Implications**

Costs arising from the proposals will all be met within existing budgets and savings arising will be factored into the MTFP for future years.

## **6. Legal Powers and Implications**

The contents of this report are presented under the CEO's statutory duty arising from Section 4 of the Local Government & Housing Act 1989

## **7. Climate Change and Environmental Implications**

None arising directly from this report

## **8. Risk Management**

The organisation is currently challenged as it delivers services within the context of a national and international pandemic. As such, Covid-19 has delayed the CEO's approach to restructuring, which had been planned in Spring of 2020. However, in addition to managing the organisations short to medium term requirements it is also her role to ensure the organisation is resourced adequately to deliver the strategic aims of the administration and transform at the pace necessary to remain effective. The risk of acting now is outweighed by the risk of further delays given the uncertain future the organisation is operating in and the financial challenges it faces. Succession planning and talent retention has also informed the CEO's thinking in terms of organisational risk mitigation, giving the aging profile and need to manage this in a strategic way. The MTFP driver is also critical, given the need to generate savings to balance the budget.

## **9. Equality Implications**

The council's normal recruitment and human resources policies will be followed in the implementation of all matters arising from this report. Those policies involve full adherence to addressing equality implications.

## **10. Corporate Implications**

As detailed in the report the CEOs proposed amended structures are designed to deliver on the Council's current corporate plan objectives as well as other corporate priorities such as delivering on the Ofsted action plan and MTFP requirements in the coming years.

## **11. Options Considered**

Please refer section 8 on risk.

### **Author:**

Jo Walker, CEO with input from Head of Legal & Democratic Services on the legal aspects of the report and appendix

**Appendices:**

Exempt appendix

**Background Papers:**

None