

## Senior Leadership Restructure

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### Purpose of the Report

1. This report proposes a new senior leadership team (SLT) structure that aligns with and supports the implementation of the Future Operating Model (FM) for the council, as well as the delivery of the Council's ambitions, including income generation.

### Public Interest

2. All councils face serious challenge and change as a result of the significant reductions in and changes to central Government funding since 2010. South Somerset District Council (SSDC) has agreed to maintain as far as possible, the delivery of good quality services to residents and to continue being ambitious for the district, its residents and businesses. In order to achieve this, in March 2016 the Council agreed to implement a radical programme of change, the Transformation Programme, that will transform the way the Council operates and delivers its services. This included agreement to use the Future Model (FM) as the operating model for SSDC. This will lead to a very different way of delivering services across the Council. In addition, the Council has the objective of significantly increasing income generation over the next four years, by being more commercial, but without losing sight of the core purpose of the council, to serve the district, its residents and businesses.
3. Senior leadership is required to support the council through the period of transition into new ways of working. It is recognised that establishing the future senior leadership team (SLT) as early as possible is key to refining and delivering the Transformation Programme and meeting the other ambitions of the Council.

### Recommendations

4. That Council:-
  - I. Approve the revised senior leadership structure as set out in Appendix B.
  - II. Note the revised cost of the senior leadership structure which will produce a saving of £200,537 compared to current costs, this being a contribution towards the overall Transformation Programme savings target of £2,000,000.

### Background

5. The last change to the senior structure was agreed in July 2009. This reduced the number of directors from four to two, and created a third tier of six Assistant Directors; this is shown in Appendix A.
6. In 2010 a shared CEO was appointed however the senior structure remained the same. The shared CEO arrangement came to an end in June 2015.

7. From summer 2015 SSDC explored joint management arrangements and delivery options with neighbouring Councils. During this time the Council's senior leadership team operated under temporary arrangements.
8. In March 2016 the Council agreed to implement a radical programme of change, the Transformation Programme that will transform the way the Council operates and delivers its services. This included agreement to use the Future Model (FM) as the operating model for SSDC. This was followed in April by the decision to make a new permanent appointment of a Chief Executive.
9. Transformation will cover every aspect of the way the Council functions and recognises Income Generation as being a key element of the future operating model. That means adopting a robust business approach, without losing sight of the Council's core purpose, to serve South Somerset in the provision of both statutory and discretionary services and support, meeting the needs and aspirations of its residents.
10. An early action, building on the analysis and workshops that have taken place to date in preparation for transformation, is the creation of a streamlined senior leadership team. This team will lead and take forward the necessary changes at every level, aligned to the future needs and aspirations of a transformed Council **rather than based upon the traditional Local Government model.**

#### **Current structure**

11. The current senior leadership structure is shown in Appendix A. This consists of 1 Chief Executive, 2 Directors and 6 Assistant Directors. A request from one Director for voluntary redundancy has already been accepted and as a result, this post will be vacant from January 2017. The appointment of the permanent CEO was confirmed by Full Council in August 2016.

#### **Development of proposals for the new senior leadership team**

12. Senior leadership is required to support the council through the period of transition into new ways of working and to reflect the new roles that are required under the future operating model. It is recognised that establishing the senior leadership team (SLT) as early as possible is key to refining and delivering the Transformation Programme.
13. The proposals for the new SLT were developed by the Leaders' Group that was created by authorisation of Council (Leader, Deputy Leader, Leader of the Conservative group and Spokesperson for the Independents). Following the decision to terminate the contract with East Devon for CEO services in May 2015, the group was tasked with recommending future senior management arrangements to Council. Independent consultants Ignite, held workshop sessions with the Leaders' Group and the new Chief Executive, to develop the leadership structure that would best deliver the Council's aspirations and focus for the future on:
  - Continuous improvement – providing a customer centric service,. offering wider choice and enhanced access
  - Financial sustainability
  - Flexibility and ability to change
  - A more commercial approach that will deliver increased income to support the delivery of council services and ambitions

14. The sessions also addressed how the Strategy & Commissioning element of the model could protect both the uniqueness of the Council and the delivery of accessible services to all who need them. They also considered the role of the strategic leadership team and how it will work across other elements of the model to achieve the corporate objectives.
15. To arrive at the proposed structure, the following factors were considered:
  - The political objectives of the Council
  - The logical groupings of responsibilities across the Council and new ways of working
  - The purpose and focus of each area within the Future Model
  - The skills required to deliver the new ways of working and the Council's ambitions (Council Plan), and the experience required in each post
  - The contribution required from each senior management post to fulfil the Council's ambitions

### **Consultation**

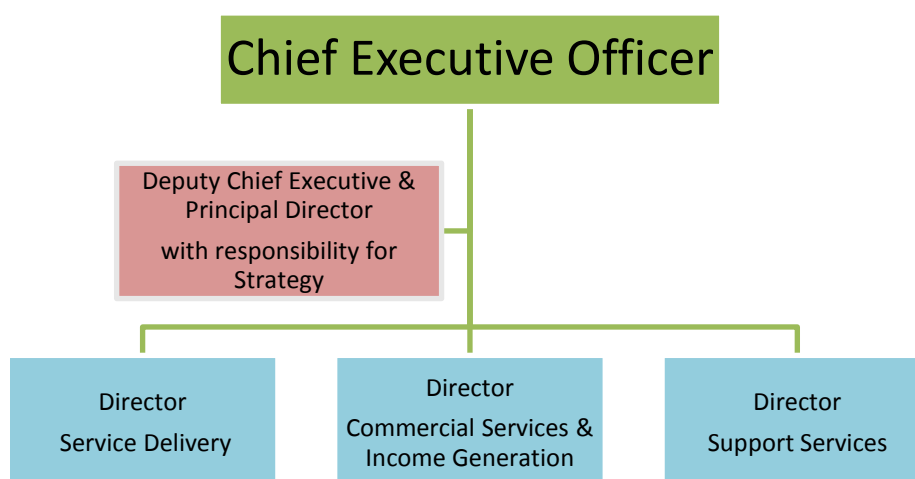
16. On 20th September 2016, a consultation document, outlining the proposals in relation to the Senior Leadership Team Roles, was given to all our current Assistant Directors and Director. Comments on the Senior Leadership proposals were invited in writing from these officers and through one to one discussions with Alex Parmley (CEO designate at the time). The deadline for all comments was 29th September 2016.
17. The comments which were received are summarised in Appendix C

### **Proposed new senior leadership structure**

18. The principles of the Future Model, as agreed by Council in March 2016 and as described in Appendix D, focus on activities undertaken. It follows that the structure and roles of the Council during and following the implementation of the Future Model, **do not follow the departmental service structures traditionally associated with councils.**
19. Four key elements support the delivery of the Future Model and form the basis of the proposed senior leadership structure. These are described below -
  - **Strategy and Commissioning** – provides focus on the organisation itself, its strategic objectives, external environment, governance and performance. This area converts the political will and ambition into what it is we do as a Council and how we can deliver it. It will translate insight (data, consultation results) and ambition (the agreed aims of Members) into the Council Plan and major strategies, ensuring that the council remains unique, accountable and capable. It will then ensure delivery of the ambitions through the council's services, policies, partnerships, programmes and projects.
  - **Service Delivery** - covers all aspects of the customer's contact with the council, from customer services and case management to the specialist input required to resolve requests and issues, from the simple to the very complex. Service delivery will focus on the customer relationship, ensuring that activities are delivering value to the customer in a timely and efficient manner. These areas work within the boundaries set by the Council's strategy, and will be measured against targets – again set by the Council's strategy.

- **Commercial Services and Income Generation (business units)** – covers the delivery of core services, for example street cleaning, management of the waste contract and major facilities such as the Octagon Theatre. These elements will focus on the delivery of commercial services, optimising revenue and grant opportunities aligned to the Corporate Plan. This post will be responsible for leading the delivery of a more commercial and business-like approach across all council services and projects, and in particular, will own the income generation targets as set by members and outlined in the Medium Term Financial Plan (MTFP)
- **Support Services** – covers those elements that focus on internal customers, and whose activities enable strategy and service delivery to happen. Support services will be business-like and designed to meet the needs of the internal customer using the same values, principles and behaviours as for external customers. They will focus on how they add value to what the Council delivers for residents, businesses and other stakeholders in the district.

20. The proposed new leadership structure, taking into account the results of consultation with the existing leadership team is set out below in Fig 1, and in Appendix B:



**Fig 1 Proposed senior leadership structure**

21. Areas covered by each of the senior leadership roles are shown in the table below. It is important to note that these areas **do not directly relate to the number of management roles reporting to the senior roles**. Those management roles are not included in this revised structure, the design of which will be undertaken by the CEO as Head of Paid Service, in consultation with the new senior leadership team.

Role Title	Specific Accountabilities
Chief Executive	<ul style="list-style-type: none"> <li>• Overall strategic direction of the council</li> <li>• Ensuring delivery of the Council's ambitions as set out in the Council Plan</li> <li>• Ensuring the council is financially sustainable over the medium term</li> <li>• As head of paid service ensuring all staff are well led, managed and supported and that the Council gets the best out of its staff</li> <li>• Ensuring modern efficient services and the delivery of business transformation and change</li> </ul>

Role Title	Specific Accountabilities
	<ul style="list-style-type: none"> <li>• Ensuring a commercial approach is developed and delivered</li> <li>• Ensuring the Council has clear and effective systems of governance and accountability</li> <li>• Ensuring elected Members are supported in fulfilling their roles effectively</li> <li>• To be lead for the Council at local, regional, national and international levels and advocate for the needs and aspirations of the communities of South Somerset</li> </ul>
Deputy Chief Executive & Principal Director with responsibility for Strategy Grade - Director	<ul style="list-style-type: none"> <li>• Developing and driving delivery of Corporate Strategy and associated plans and policies, including organisational development and alignment</li> <li>• Ensuring a robust system of performance and programme management to support delivery of ambitions for example Transformation</li> <li>• Building a strategic approach to the management and development of locality working</li> <li>• Leadership of service design and the development of digital services</li> <li>• Deputising for the Chief Executive as required</li> </ul>
Director Service Delivery JE Grade 14	<ul style="list-style-type: none"> <li>• Leading, managing and motivating a team of staff to deliver efficient and effective operational and customer focused services</li> <li>• Developing and delivering effective and responsive local operations and services</li> <li>• Leading and championing customer focus, high levels of customer service across the council and ensuring effective customer services</li> <li>• Ensuring effective case management systems that can deliver for varying customer needs</li> <li>• Leading the delivery of highly professional, customer focussed specialist services and ensuring effective contribution of specialists to corporate strategy, plans and policy</li> </ul>
Director Commercial Services & Income Generation JE Grade 14	<ul style="list-style-type: none"> <li>• Leading, managing and motivating a team of staff in the delivery of commercial services</li> <li>• Ensuring effective deployment of resources</li> <li>• Managing delivery of service against clear Service Level Agreements</li> <li>• Leading the development of a commercial approach across all services and projects of the council and delivery of the Council's income generation targets.</li> <li>• Develop Business cases</li> <li>• Managing and overseeing the delivery of a range of business units. The main examples are: <ul style="list-style-type: none"> <li>• Environmental Services &amp; Contracts</li> <li>• The Octagon and Westlands</li> <li>• Leisure &amp; Recreation</li> <li>• Asset Management e.g. Yeovil Innovation Centre</li> <li>• Crematorium / Cemetery</li> <li>• Other business units as agreed</li> </ul> </li> </ul>
Director Corporate Support Services JE Grade 14	<ul style="list-style-type: none"> <li>• Leading, managing and motivating a team of people to deliver business-like, efficient and effective Support Services</li> <li>• Leadership of people management and development</li> <li>• Ensuring a modern, business like legal service</li> <li>• Ensuring robust financial planning and management to support the delivery of the Council's objectives</li> <li>• Ensuring the Council is statutorily compliant on all financial matters</li> <li>• Strong and transparent governance of the Council and support for the role of Members</li> </ul>

## Costs and Savings

22. The current senior leadership structure is set out below. After adjustments taking into account unpaid leave and vacancies the budget for 2016-17 excluding PA support is £775,840. Currently between 3<sup>rd</sup> October and 31<sup>st</sup> December 2016, the structure consists of the CEO, 2 Directors and 6 Assistant Directors. Funding for the structure for this period, in anticipation of voluntary redundancy adjustments, has been taken from the general reserves.
23. The new CEO takes up his position on 1<sup>st</sup> October 2016 and as noted above, voluntary redundancy for one Director has already been accepted. If Members agree the recommendations set out in this report, this post will no longer exist in any event.
24. The **current structure**, post December 2016 removing the voluntary redundancy for one Director including employer costs:

Post	Current Salary 16/17 £	Salary including employer costs £
1 x Chief Executive	110,000	139,328
1 x Strategic Director	99,943	126,485
2 x Assistant Directors: Legal and Corporate Services; Finance and Corporate Services (at Grade 14)	76,975	190,331
4 x Assistant Directors: Health and Well-Being; Environment; Economy; Communities; (at Grade 12)	63,637	319,696
		<b>775,840</b>

The **revised structure**, again including employer costs:

Post	Current Salary £	Salary with employer costs £
1 x Chief Executive	110,000	139,328
1 x Deputy Chief Executive & Principal Director with responsibility for Strategy	99,943	126,485
3 x Directors - Service Delivery; Commercial Services and Income Generation; Support Services (3 FTE) (Grade 14)	76,975	291,465
		<b>557,278</b>

25. Salaries for the proposed new posts, without employer costs, are 'fixed salaries' i.e. no increments other than national pay awards, at current levels as follows: Deputy Chief Executive & Principal Director is at the top of the current Director grade and new Director posts are at the top grade 14.
26. The new structure represents a lower cost of the senior leadership team by £218,562 and once the cost neutrality agreed at Full Council in April 2016 is taken into account it gives a net saving of £200,537 per annum. This will form part of the total transformation savings and therefore, at this stage no reductions to the MTFP are planned pending further design of lower management tiers.

## Union Position

27. The proposals outlined within this paper have been discussed with representatives of both GMB and Unison. Union representatives were given copies of this report on 29 September 2016. Their comments with officer responses are attached in Appendix E.

## Proposed Timetable and implementation

28. If approved the implementation of the restructure and appointments will be made in accordance with the Council's Constitution (Part 4 rules 7-13) and the approved Council policies.
29. This includes the provision for assessments of prior claims and consideration of requests for voluntary redundancy. At this stage it is anticipated that the recruitment process will be completed by the end of November.

Process	Date
Full Council to consider proposals for senior leadership team	13 October
Notification to staff (Tiers 2 & 3) - Prior claims open	14 October
Prior Claims to be submitted	By 24 October
Prior Claims to be determined	By 28 October
Voluntary Redundancy requests submitted	From 14 October
Posts will be advertised from	2 November
Closing date for applications	16 November
Shortlisting	18 November
Selection for posts	w/c 21st November
Complete appointment of senior leadership team	By 30 November
Staff briefing on blueprint for new operating model and implementation plan	17th and 19th October
Staff consultation period on blueprint for new operating model and implementation plan	17th October to 11 November

## Financial Implications

30. Members agreed at full Council in April 2016 to appoint a new Chief Executive on the basis that Senior Management costs remained cost neutral. The overall cost of Senior Management without PA support was **£ 775,840**
31. The cost of the new structure without PA support is **£ 557,278** that is £200,537 net lower per annum once the cost neutrality approved in April 2016 is taken into account. This saving will form part of the £2,000,000 Transformation savings target.
32. Redundancy costs cannot be finalised at this stage but it will be met from the £2.4 million reserve already approved for the Transformation project.
33. The Government has outlined plans to introduce a cap on redundancy payments of £95K but the full details are not yet known and it is unlikely if agreed to be introduced until mid to late 2017 following further consultation.

## Council Plan Implications

34. This proposal supports all aspects of the Council Plan 2016-21, notably that the council will be a confident, resilient and flexible organisation, protecting and improving core services, delivering public priorities and acting in the best long-term interests of the district.

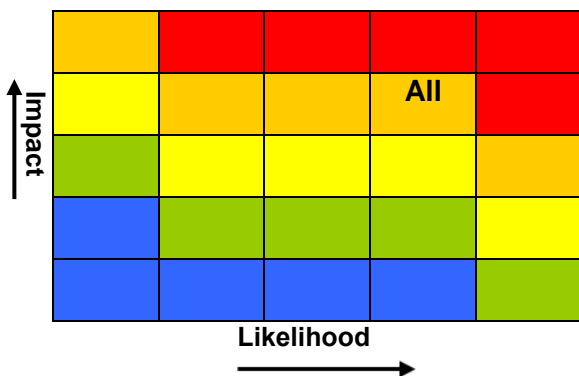
## Risk Assessment

35. It is recognised that a reduction in numbers could impact on capacity at a strategic level. However the new design is more aligned to the Council’s priorities for the future and the increased emphasis on customer choice and access, efficiency, commercial services and income generation.

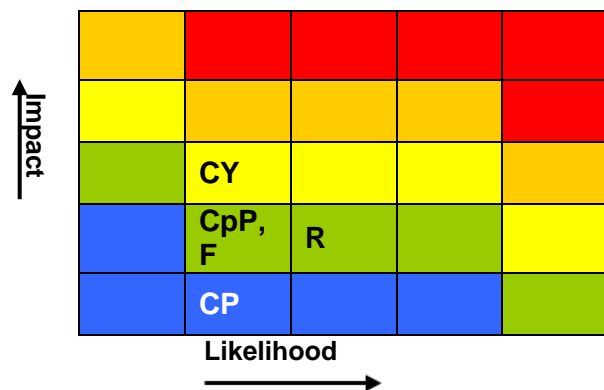
36. Similarly, in not agreeing to the proposals set out in the paper, the organisation increases the risk of failing to deliver the Council Plan, including its major efficiency and income generation programmes that are designed to meet the challenging financial targets ahead.

37. The Transformation Board regularly monitors all risks and actions to mitigate them.

**Risk Profile before officer recommendations**



**Risk Profile after officer recommendations**



## Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
CpP = Corporate Plan Priorities	Orange = Major impact and major probability
CP = Community Priorities	Yellow = Moderate impact and moderate probability
CY = Capacity	Green = Minor impact and minor probability
F = Financial	Blue = Insignificant impact and insignificant probability

## Carbon Emissions and Climate Change Implications

38. None from this report

## Equality and Diversity Implications



39. No adverse equality impacts have been identified within the proposed leadership structure.
40. The proposed new leadership structure will ensure fair, effective and consistent selection decisions by following all current recruitment and selection policies and procedures, including employment policies.
41. Any changes to, or proposals for, new policies and/or processes in relation to employment, or fair recruitment and selection will undertake an Equality Analysis to identify any potential impact or disadvantage.

### **Privacy Impact Assessment**

42. None from this report – Any personal information in this report is already in the public domain as the Council published details of its staffing structure and the salaries of its senior managers through the annual Statutory Senior Pay Policy report to Council.

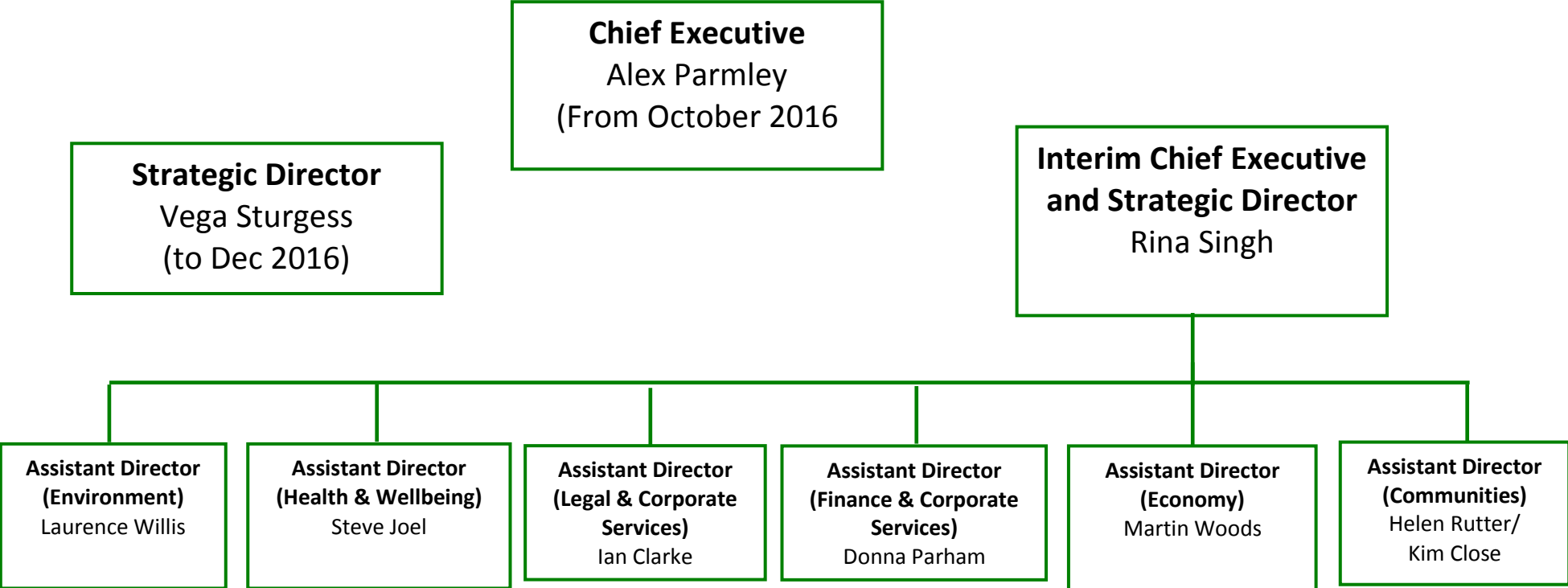
### **Background Papers**

- Transformation Programme – Initial Business Case District Executive March 2016
- Appointment of CEO Full Council August 2016

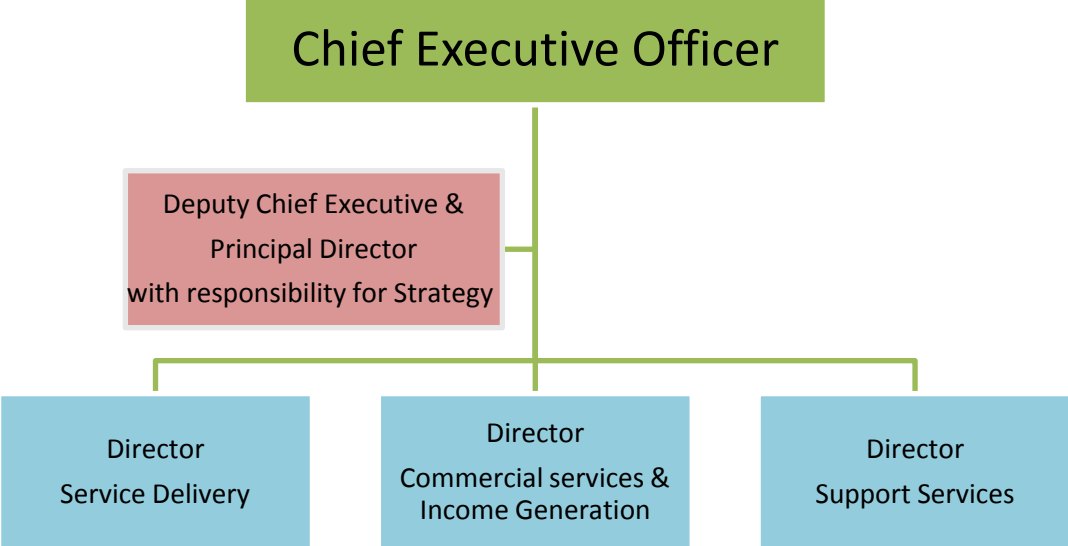
### **Appendices**

- A - Current structure
  - B - Revised structure
  - C - Comments received from current Director and Assistant Directors
  - D - Summary Future Model
  - E - Comments from Union
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Appendix A – Current senior management structure September 2016



**Appendix B – South Somerset District Council - Proposed new senior leadership structure**



## Appendix C

### Main issues raised by Director and Assistant Directors and Response

The below represents a summary of the main issues arising and is not a comprehensive list of comments. A number of comments included in the responses from consultees were at the more detailed level and will be fed in to detailed design and implementation.

Comment	Response
<p>1. The approach seems to be top-down – putting in place the senior team first, rather than bottom-up, starting with the customer. Is this the right way around?</p>	<p>The approach is not top down. Considerable work has been undertaken in terms of data analysis and workshops to clarify how the Council currently serves its customers, changes that could be made and what the Council's ambitions are. The proposed structure is responding to the results of this and seeks to put in place a structure that will support delivery of services in a different way for customers through adoption of the Future Model and meet the Council's ambitions.</p> <p><b>Action:</b> No changes to proposals however, ensure the thinking behind the structure is reflected in communications.</p>
<p>2. The senior manager positions relate to the model but does this result in all councils ending up with the same structure regardless of their ambition and resources?</p>	<p>It is correct to say that the structure reflects the model. However, a key part of the model and approach is to reflect the particular circumstances of each organisation and in particular, to take account of their ambition. As a result, all councils that have adopted and indeed, adapted the model, have differing senior leadership team structures.</p> <p><b>Action:</b> No changes to proposals, however, ensure this is reflected in future communications.</p>
<p>3. Is it the right time to introduce a new senior management structure? Other councils introduced the structure further in to the process and introduction now may leave the organisation short of capacity at a critical time.</p>	<p>It is imperative that the Council progresses the implementation of the transformation programme with some degree of urgency. Delay costs the council in terms of efficiency savings foregone and is potentially damaging to the objective of ensuring financial sustainability. The pace of implementing change will need to quicken from this point. Learning the lessons from other councils, whilst many did wait longer to introduce the senior teams, this had a negative effect on the delivery of change as capacity to change and ownership of that change was severely limited. In introducing the senior team at this point, it will ensure there is a leadership team in place to design and shape the transformation and deal with all the issues that arise through change, notably, staffing and communications. In other councils, teams coming in have not always been involved in designing their areas of responsibility and therefore have felt less ownership and wanted to make further changes during and after implementation, which is both disruptive and costly.</p> <p><b>Action:</b> No change to structure but ensure the rationale for introducing the changes to the senior team, including the lessons from other councils, is well communicated. Include a transition plan in each phase, to ensure the Council maintains the capacity to deliver priority services and projects.</p>
<p>4. The consultation does not include the detail of what management roles and capacity will sit beneath each of the</p>	<p>This is deliberate and the process adopted is to ensure the occupiers of the senior management roles will be able to help design and shape their areas so that they are satisfied they have the capacity in their areas to deliver the services</p>

Comment	Response
senior management roles. Various questions and comments about the detail of what services sit where.	required and the Council's ambitions. <b>Action:</b> No change to proposals. Ensure next steps of transformation include reference to senior roles sponsoring the design and implementation of their areas.
5. The merging of roles does not reflect the workloads currently and concern it will have an impact on capacity to deliver services and projects, at least during transformation.	It is important to recognise that the proposal does not seek to merge current roles. These are completely new roles that reflect the delivery of the Future Model and the Council's ambitions. In implementing the new roles, a transition plan will be developed to take account of existing work commitments of the current Management Team. In addition, work will be undertaken with Portfolio Holders and other Members to clarify priorities within services and projects, to reflect that organisational capacity will be required to deliver transformation but recognise that priority services and projects still need to be delivered. Where appropriate, additional temporary capacity will be brought in to the council to deliver transformation and other projects. <b>Action:</b> No change to proposals. Ensure that transition plan reflects capacity needs of transformation programme, priority services and projects.
6. Why are the roles called Assistant Directors? They seem to be Director posts as they report directly to the Chief Executive.	Agreed – these are different posts to the Assistant Director positions and the role titles should reflect this. <b>Action:</b> Amend proposals to call the new roles “Director”.
7. Below the Chief Executive, why is one role more senior than the others and do we need a Deputy Chief Executive?	The Future Model that the council has adopted presupposes that the Council becomes a “strategy driven” organisation. This means that the strategy area of the council will analyse data, customer views and member ambition, and turn this into strategy and policy of the council. It will then drive the delivery of the strategy through the other services of the Council. This role therefore has more weight to it than the other roles under the Chief Executive and this is reflected in the proposal. In addition, it is considered desirable by the Chief Executive and the Leader to have a nominated Deputy Chief Executive to cover and be a point of contact in the absence of the Chief Executive. It is considered that the role heading up strategy is the most appropriate place for this designation to lie. <b>Action:</b> Amend proposal to name role “Deputy Chief Executive and Director of Strategy”.
8. The AD Corporate Support Services role is too large and should be split in to two roles to reflect current demand on the senior roles here.	It should be recognised that this is a new role within a very different way of working, not a merger of existing roles. Through the implementation of the Future Model it will be important to ensure that the management and other roles below this reflect the capacity needed within the Corporate Support area in terms of numbers, skills and experience. <b>Action:</b> No change to proposals. Ensure concerns are reflected in the next stages of detailed design of the Corporate Support area.
9. Various comments were made about the Commercialisation and Income	The ambitions are reflected in the role title. However, all role descriptions are a work in progress and will be finalised before recruitment to the posts.

Comment	Response
<p>Generation role including that there is no reference to the commercialisation and income generation ambitions of the council and various suggestions about the content of this role.</p>	<p><b>Action:</b> Review role descriptions to ensure they fully reflect their purpose and the ambitions of the Council.</p>
<p>10. The consultation document does not reflect the achievements of the Council over many years including meeting savings targets.</p>	<p>It is important to reflect the history and achievements of the Council. However, it is also important to recognise that if it is to avoid cutting services to residents, the Council needs to urgently transform the way it delivers services. <b>Action:</b> Ensure future communications reflect the proud history and achievements of the Council but also emphasise the urgency of the need for change if the Council is to continue to achieve for its communities in the future.</p>
<p>11. General comments were made against the need to implement the Future Model, including that the Council has overlooked changing the service offer as a means of making savings.</p>	<p>This has not been overlooked, but was not considered sufficient to meet the challenge of the scale of savings targets required whilst meeting the Members desire to maintain the ambition and level of service the Council possesses. In March 2016 the Council agreed that the best way of meeting savings whilst delivering the Council's ambitions is to rethink and redesign comprehensively the way the Council delivers services and make use of technology to enable different ways of organising and delivering services more efficiently. This will be through implementation of the Future Model. <b>Action:</b> Ensure the reasoning behind the Council's choice of direction in redesigning services is well communicated.</p>
<p>12. S151 and Monitoring Officer roles not explicit and concern as to whether these roles will be demoted.</p>	<p>It is believed these roles could fit with a number of positions and this will be determined through the process. <b>Action:</b> Ensure S151 and Monitoring Officer roles are considered in the process and that they have sufficient authority to be conducted successful and support the good governance of the Council.</p>
<p>13. Various comments of support for the vision and objective to transform the Council, to utilise technology better, enhance area working, and become more strategy driven.</p>	<p>The support for the vision and direction of the Council is welcome.</p>
<p>14. There may be a case for grouping the Director for Strategy and the AD Service Delivery together, at least during the transformation, due to the synergies that will be required.</p>	<p>The Future Model relies on and supports a more collaborative approach across the Council to delivering services and corporate objectives, as opposed to services sitting in "silos" that operate in relative independence from each other. Therefore, there is not necessarily a need for one set of services to be grouped with another for them to work effectively together to deliver Council objectives including transformation. <b>Action:</b> No further action at this time, although keep the effectiveness of working between the different areas of the Council under review during implementation of transformation and following implementation.</p>

# Appendix D – The South Somerset Future Model

## Vision

The SSDC Transformation Programme will create a new way to engage with individuals and communities. Work in the community across services will be brought together under new joined-up locality working.

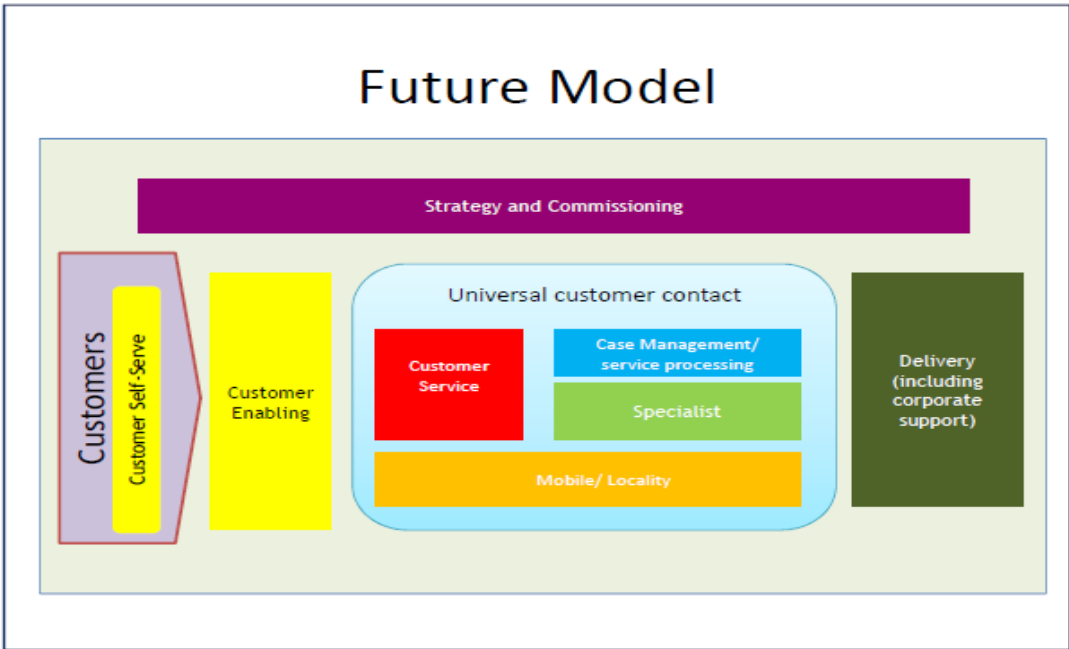
The proposed “Future Model” Transformation Programme puts forward a radical redesign of the way the whole council operates so that we will be able to:

- Provide 24/7 access to services in digital formats that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded and
- Ensure that customers receive face to face help if they need it, whether for complex needs or assistance at a place and time convenient to them
- Promote take up of existing and new digital services
- Reduce handling in the back offices through automation
- Reduce avoidable contact and manage customer demand
- Draw on expert skills and knowledge only when required, not by default, so that processing and delivery costs of meeting customer demand will be substantially reduced.

## The Future Model

The new operating model (below) shows how services are delivered and how customers interact with the council to ensure the delivery of our strategic objectives. Taking a design led approach will create and maintain a system that works for people (inside and outside of the organisation) rather than people having to ‘work the system’.

The Future Model is citizen centric, which promotes the take-up of digital services, protects face-to-face service for those who need this most, joins up our local service delivery wherever possible and helps create the capacity that the council requires to achieve its aims for local health and well-being, economic development and income generation.



The main elements of the new operating model are summarised below - these are also set out in the business case approved by Full Council in March 2016.

**Strategy and Commissioning** is both the activity and resource to translate insight and ambition into the Council Plan and major strategies ensuring that the council remains unique, accountable and capable.

**Universal Customer Contact** covers all aspects of the customers contact with the council, from customer services and case management to the specialist input required to resolve requests and issues from the simple to the very complex.

- **Customer Enabling** - is an activity or function. It is about helping the community and customers to help themselves, whether by increasing local capacity or preventing demand. It can also cover those areas where the council wants to increase take up.
- **Customer Services** - handling the significant majority of first time contact and resolving enquiries as early as possible where possible without further referral.
- **Case Management** - handling the requests for service, which take time or have a number of stages through rules based processing.
- **Specialists** - covering decision making, particularly where judgement is required and the design of the system to ensure the right outcomes for the council and customer. Specialists will also input into other areas of the council's work that require expert advice.
- **Mobile Locality** work - helping to provide services as efficiently as possible, together with a visible 'joined up' presence in local areas.

**Delivery (business units)** - covering delivery of core services such as street cleaning, management of the waste contract and major facilities for example the Octagon Theatre. Delivery units may exist where there are strong commercial opportunities for income generation or external grants.

**Support Services** - designed to meet the needs of the internal customer using the same values, principles and behaviours as for external customers.

For further detail, please refer to the Full Council report – March 2016

<http://modgov.southsomerset.gov.uk/documents/s9733/Transformation%20Programme.pdf>



## Appendix E

**South Somerset Local Government Branch  
The Council Offices, Brympton Way, Yeovil, Somerset,  
BA20 2HT**

Please find below UNISON South Somerset Local Government Branch's response to the 'South Somerset District Council, Senior Leadership Team Consultation.'

**Recommendation: The decision on the structure of the Senior Leadership Team should be delayed by at least one month**

Firstly, we find it unacceptable and challengeable that up until now there has been a distinct lack of meaningful consultation in regards to the Transformation Programme. We have been continually told that there is nothing to be consulted on but this document has been prepared with a total disregard to the opinion of the unions.

**Council Response:**

*This document has been prepared with the Group Leaders, Portfolio Holder and CEO after extensive sessions led independently by Consultants Ignite. Consultation with the 7 officers started formally on 20<sup>th</sup> September. The report will be discussed at Full Council on 13<sup>th</sup> October 2016.*

SSDC's Redundancy and Severance Pay, Policy and Procedures states that 'Consultation with the appropriate recognised trade union(s) must take place at the earliest practical opportunity before any redundancy is to take effect.'

**Council Response:**

*No redundancies have been agreed as a result of this proposal. Consultation will be undertaken as per our policies.*

We understand that the Leader of the Council did not want the unions to see the document before it was released to the members due to the sensitivity but we feel this is an inadequate reason for not releasing the document as we had agreed that the report would remain confidential between the staff effected and the Unison representative and we would not disclose any information to any other member of staff or third parties. This resulted in the unions being denied time to properly consult our members who are affected by this report.

**Council Response:**

*The senior management structure is a member decision. It was therefore appropriate that the Leaders' working group approve the draft proposals first. We welcome Unison's assurances in relation to confidentiality.*

With regards to the proposed structure, we would like to ascertain why it was decided that SSDC would have a three tier structure rather than a two tier structure similar to that in other councils such as Eastleigh. Is this the best structure to not only deliver the transformation programme but to achieve the savings that the programme promises? It seems that the Director of Strategy role has been slotted into the structure with no clear and comprehensive rationale. The job description appears to be vague and could be argued to have no more responsibility than the three Assistant Director roles. If this role is required, which is arguable because shouldn't this role sit with the Chief Executive, why does it have to sit above the other three roles?

**Council Response:**

*The 3-tier structure proposed is a Group Leaders proposal that will be put to Full Council for all members to approve. It was always envisaged that the proposed future senior management structure would shrink from 2 Directors plus a half time CEO to a senior leadership team of 2. What is now proposed holds to that original intention*

*You will recall that staff and unions did not wish for a structure to be lifted from another Council and the proposed structure is an SSDC version.*

*The Eastleigh model you refer to also has a Director of Strategy in addition to the Chief Executive. The two roles have considerable responsibilities and workloads.*

We would question as to how fair and equitable it is for the lead officer on transformation to have their job ring-fenced. We agree that the four roles should be ring fenced but why can't the current assistant directors apply for the Director role? All of their current roles have elements of deciding and implementing the strategy of the Council and all have recently been 'acting up' as deputy chief executive during the temporary arrangements. All of the current Director and Assistant Director roles have elements of deciding and implementing the strategy of the Council and all have recently been 'acting up' as deputy chief executive during the temporary arrangements. The job description for the Director role seems to have been written so that the current Directors have a prior claim to new role yet all of the other roles that have been proposed have been significantly changed so the current Assistant Directors must re-apply.

**Council Response:**

*No post is ring fenced. All recruitment will follow the same process as will be applied to ALL staff i.e. prior claim assessment, formal recruitment.*

It seems that there is a rush to push this structure through and we would question why the report is going to full council to make a decision on the senior management structure just 10 days after the new CEO officially start's his role and has had no opportunity to spend real time in the authority, with both staff and elected members, to inform his recommendations.

**Council Response:**

*The Chief Executive has been working with members and consultants since July, immediately after he was selected. In the intervening 2.5 months, he has been fully involved in working with the Leaders' Group. The Leader promised Full Council that no revised senior management structure would be brought before Council until it had been endorsed by the incoming CEO. That has occurred.*

At Eastleigh the full consultation on change was issued prior to the consultation on the senior management roles. This seems more of a logical approach than the one being taken here at SSDC and is another example of the rushed approach that is being taken at SSDC.

**Council Response:**

*Eastleigh Borough Council's approach was very different. They did the blueprint with officers and commissioned consultants before they took a report to Council. Our members wished to approach it differently and we have said several times we would not lift a model from another*

*Council without amending it to suit SSDC. Our approach gives the new top tiers 1-3, once appointed, the opportunity to influence the structure for the rest of the organisation.*

On the 29 September the unions met with the new CEO it was clarified that a 'Transition Plan' would be introduced to ensure that a pragmatic approach to adopting the new structure would be taken. He stated that there would be no set timetable and it would depend on which applicants got the roles as to whether notice period would be required. We are disappointed that this information is not included in the report as it is pivotal to the success of the restructure. It has been documented by other authorities who have introduced Future Model that a lack of resources and losing expertise too early on in the process has a detrimental effect on the whole process. Consequently, causing a severe deterioration on our services.

**Council Response:**

*There will be a transition plan. Full details will be developed with the new Management Board. We are and will continue to consider all learning from other councils but will devise a plan that suits SSDC and its members.*

There is an oversight in the job descriptions in that it does not define who will take the lead on Health and Safety. Perhaps this hasn't been considered or perhaps it is seen that no one Director or Assistant Director should be responsible but that the responsibility is to be shared. We have worked hard with the senior management team to ensure that Health and Safety is a corporate issue and we would not like to see this hard work undone by this structure.

**Council Response:**

*Agree Health and Safety is important and we will consider your comments.*

It is reminded that an Equality Analysis should be undertaken at each stage of implementation.

**Council Response:**

*This has been done*

In light of the above **our recommendation is that the decision on the structure of the Senior Leadership Team should be delayed by at least one month.** This would give the new CEO time to evaluate and consider all of the feedback that he received from the Directors and Assistant Directors on the 29 September. It would also allow the new CEO to settle into the organisation and assess what he believes the needs of the organisation are and the structure of his management team rather than a structure that he has little involvement in establishing.

**Council Response:**

*The CEO has been fully involved in this and agreed the structure for recommendation to Council. Comments from both Unions and relevant officers have been considered and changes made as appropriate. There is no reason to delay the programme.*

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