

**REVIEW OF  
SENIOR MANAGEMENT  
STRUCTURE  
&  
OPERATIONAL ARRANGEMENTS  
TO PROGRESS THE  
DEVELOPMENT OF THE  
CO-OPERATIVE COUNCIL**

**Report of the  
Interim Chief Executive**

October 2011



**Telford & Wrekin  
COUNCIL**

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## **PURPOSE OF THIS REVIEW**

To conduct a full review of the organisation's Senior Management structure and operations and make recommendations for the most effective model with particular regard to the delivery of Co-operative Council objectives and to deliver savings. Appendix 1 sets out the full Terms of Reference for this review.

This report is set out in 8 main sections:

1. Background & Context
2. Priorities, Aims & Ethos of the Organisation
3. Proposed Senior Management Structure & Operating Arrangements
4. Senior Management Pay
5. Working in Partnership
6. Working in the Community
7. Supporting and Involving Members
8. Savings to be delivered

### **1. BACKGROUND & CONTEXT**

In reviewing the Senior Management structure, it is important to understand where we are as an organisation and assess the implications and potential impacts of legislative and other issues. The Council has already made significant progress in reducing non-frontline expenditure, while at the same time minimising Compulsory Redundancies. Over the past two years, costs of senior management have been reduced by over 40%. Savings from staffing costs across support and corporate services have averaged in excess of 20% through restructuring activity (significantly better results than generated through many shared services initiatives/models). In terms of some of the key issues and challenges facing us, some of the main ones include:

- **Budget**: We need to save some £21m in 2012/13 and, although Government grant allocations beyond this date are estimates, up to a further £19m over the following two years. The Cabinet has expressed its clear intent to do all it can to minimise frontline service cuts;
- **Public Health**: From April 2013, the running of Public Health will transfer formally from the PCT to the Council. A 'shadow budget' will be in place for 2012/13 (likely to be a maximum of £8m). A lot of work will be required over the coming months to integrate the Public Health function into the organisation. Services that will transfer in are likely to include health protection plans, sexual health, national child measurement programme, Health Check and Public Health advice to NHS commissioners. The Department of Health expects that Directors of Public Health will report directly into chief executive officers. As these changes are some 18 months away and there is much dialogue and planning to undertake, the Public Health function is not built in to the structure proposals in this document. However, this report's proposals anticipate the changes and can enable integration;
- **Future Funding of Local Government**: The Government is currently reviewing and consulting on funding local councils from 2013. At present, local councils receive their funding from three main sources: grants from central government; council tax; and other locally generated income (such as fees and charges for services) and councils get more than half of their income from central government grant. One of the main components of formula grant is National non-Domestic Rates, commonly known as business rates. Business rates are collected by local authorities from businesses in their areas, but they are currently paid into a central pool to be redistributed as part of formula grant. This dependence on central Government funding also means there is a greater incentive to design services in order to secure Government funding, rather than to respond to local communities' needs. The Government wants to change the current system by enabling councils to keep a share of the growth in business rates in their area. This will make councils

more financially independent from central Government and give them a strong incentive to promote local business growth. This is similar to the New Homes Bonus which the Government has already introduced into the funding mechanism for councils which gives a financial reward to local authorities for securing housing growth. Incentivising growth is a clear Government policy priority;

- Localism Bill/Open Public Service White Paper: There are many facets to the Localism Bill. However, in terms of service delivery, a key part is the right for voluntary/community bodies, parish councils, charitable trusts/bodies or two or more employees of the authority to challenge the Council's right to deliver a service in-house. Government regulations will specify the grounds upon which a challenge can be rejected. If a challenge is accepted, the Council will need to carry out a procurement exercise relating to the provision. Building on this, the 'Open Public Services' White Paper promotes the 5 principles of Choice, Decentralisation, Diversity, Fairness and Accountability to give residents more freedom, more choice and more control over the services they receive. As such, if the Council wants to be more than just a commissioner of services then we will need to ensure that our services are efficient, needs and user-focused and clearly contributing to the social, economic and environmental well-being of the area.

## **2. PRIORITIES, AIMS & ETHOS OF THE ORGANISATION**

### ***Telford & Wrekin – 'A Co-operative Council'***

Becoming a Co-operative Council is not an end in itself, it is a way of doing things to deliver key priority outcomes for the Borough. Essentially, being a Co-operative Council is about 3 important things:

- **Bringing more public services together so that people get what they need at the right place and the right time;**
- **Involving local people and our employees more in planning and running services;**
- **As a Council, supporting our community better and encouraging people to do more to help their own communities.**

Our focus as a Co-operative Council has to be on addressing needs in the community and the delivery of key outcomes. The '100 Day Budget Review' outlines a number of priorities which require an organisational and community focus:

- Higher levels of investment and business growth;
- Lower levels of poverty and social exclusion and greater well-being of households through higher numbers of residents in employment;
- Vulnerable children, young people and adults safeguarded from harm and neglect;
- Even more children and young people on the path to success in adult life through the provision of good quality, training and jobs;
- A safe and cohesive place where people are empowered and have the confidence to play an active role in their communities;
- Improved health of people which enables them to live active, positive and independent lives;
- Mixed and sustainable communities with an increased supply of new housing, better existing homes and a high quality physical environment.

### ***Aims for the Organisation:***

To be a Co-operative Council challenges us to work even better in partnership, to be even closer to our community, to provide even higher standards of public service, to improve leadership and management practice, to develop new and better skills, and to think ever more creatively at how we

can help to solve problems and deliver services differently to address needs and expectations. To be a Co-operative Council, we must build on the foundations created by our 'One Council, One Team, One Vision' change management programme to be:

- A Council that the community, members and employees are proud of;
- An organisation with clear and strong Co-operative values;
- A Council which champions and represents the interests of the Borough and consults and engages with all parts of the communities we serve;
- A deliverer of effective, efficient and high quality services which are responsive and attentive to customer needs;
- A Co-operative Council which engages with local people and employees in planning, delivering and monitoring services it needs to generate ownership, innovation, creativity and new ways of doing things and new solutions to problems;
- An organisation which supports ward members effectively to undertake their role of community advocates and representatives;
- A Council which works effectively in partnership across the public, voluntary and private sectors right across the Borough and in our neighbourhoods;
- An exemplar employer;
- An deliverer of excellent customer service.

### ***Our Co-operative Council - Putting our 'Customers First'***

Most public sector organisations are both large and complex and can be confusing to the people who require and receive their services. It is often the case that people require services that span traditional operational boundaries and normal ways of working. In simple terms, customers should be able to get the services and information they need in the way they require them, quickly, accurately and cost effectively.

Since 2008 we have seen some real improvements in the way we serve our customers including the development of First Points, our ASB and Parish Council hotlines, the telephone contact centre, extended opening hours, the partial deployment of our single citizen record, a robust compliments and complaints procedure and the redesign of a number of services from the customers perspective particularly in Revenues and Benefits and Environmental Services, all of which have contributed to an ongoing improvement in customer satisfaction. However this is a journey and there remains a distance to travel.

One of our main objectives of the new co-operative council must be to ensure that we serve the public and businesses to the best of our ability and to be known for a 'Customer First' ethos, where going that extra mile is part of our day to day activities. While the level of savings that we must find will undoubtedly impact on the range and standards of some of the services that we will provide in the future, this does not mean that there should be any erosion in the quality of our customer contact. We must place real emphasis on the way we talk, listen and correspond with our customers and service users. As a public service, we must remember that it is the public we serve and, because of the difficulties we will face due to funding cuts, it is essential that we do not allow this to distract us or use it as an excuse for accepting poorer customer service. Our mission must be, every single time, to treat people the way that we ourselves would want to be treated.

To be successful we need to approach this on a number of fronts:

- Customer engagement will be essential. We should never assume we know best and, from experience, the most powerful outcomes are realised when a group of customers meet in the same room as the service providers with an objective of improving customer service;
- We need to focus our services even more to get them to think about what it's like to be a customer and work with them to become more efficient in the way they serve the community,

removing waste, time delay, addressing unnecessary bureaucracy and form filling, helping to speed up decision making and keeping customers informed of progress. Our workforce development plan needs to identify how we intend to work with those services where we know from customer feedback that customer service can be improved;

- Colleagues working on our front line have a wealth of information about what's working and what's not from our customer's perspective. We need to harness their concerns and knowledge and put remedies in place. We need the shortest routes between customer experience and those responsible for shaping employment policy in order that effective policies to achieve customer needs are implemented. Our front line staff can act as the 'voice of our customers' and therefore we need to share with them the important role that we want them to play in helping us to put customers at the heart of our business. It will be important to celebrate those individuals or teams who have gone the extra mile to serve our community through appropriate reward and recognition;
- To establish a 'First Point for Business' single point of contact for businesses to readily access Council services;
- The branding of our Co-operative Council also needs to reflect our 'customer first' culture and we will need to ensure that our services reflect the way in which the community prefer to do business with us e.g. face to face, telephone, on line, self service or alongside our partners.

#### ***Ethos/Culture/Values of the Organisation:***

As a Co-operative Council, it is essential that we are driven, not just by a set of aims and goals that we want to achieve, but also by a clear sense of the way we want to be as an organisation.

One of the workstreams identified by the Co-operative Commission is to develop, articulate and share a set of Co-operative values across the Borough. The Council will clearly link in with and be informed by this piece of work. However, our starting point as an organisation as to the values that we should be aiming for include:

- Open, fair, honest, decisive and accountable
- Treating people with dignity and respect
- Team working and collaborative – across the Council and across the Borough
- Meaning and doing what we say
- Being innovative and supporting managed risk-taking
- Empowering people to get on with their jobs, shape improved service delivery and be catalysts for change
- Inclusive, approachable and friendly
- Communicating, consulting and listening
- Always conscious that we are responsible for public money
- Promoting the need for a healthy work-life balance

Setting the tone and culture and modelling the behaviours for 'how we do things around here' is a key task for the Cabinet and Senior Management Team, supported by Service Delivery Managers/Specialists across the organisation.

### **3. PROPOSED SENIOR MANAGEMENT STRUCTURE & OPERATING ARRANGEMENTS**

To help inform the review, individual interviews were held between the Interim Chief Executive and each Corporate Director, Head of Service and Service Delivery managers/Specialists in the Corporate Core.

#### ***Summary of Consultation & Feedback:***

The key messages set out below are those which have been expressed by 2 or more people. Every comment, observation, suggestion or additional information provided has been given due consideration:

- Some Heads of Service already have very large spans of control;
- Workload and responsibilities are unevenly distributed across Heads of Service;
- Following previous downsizing and restructuring of senior management, there is limited flexibility to reduce capacity further;
- Major transformation programmes in progress in Adults and Children's Services which need to continue in order to deliver required savings without significant front line impact;
- Driving growth is key to the future of the Council and the Borough and there is a need for a more cohesive and responsive approach to housing, economic development, planning and regeneration;
- The strategic approach to working with the Voluntary and Community Sector should come more clearly under the 'umbrella' of the Co-operative Council initiative;
- Need to watch workload and potential overload across the whole organisation. There is a greater need for clear prioritisation than ever before;
- Need a much stronger, clearer focus on workforce development and planning. We need to understand the skills our managers and employees need for the future and ensure we focus on delivering them;
- Localism Bill a real challenge to in-house services – got to ensure our services are focused on needs and are available when customers and service users need them, otherwise we will lose them;
- A need for more focused 'people services' delivered through a single co-ordinated unit;
- Move to merge CMT and SMT has been very positive and makes a big difference;
- Still more work to do on the skills agenda. Need to better link together education sector and business community to our planning, commissioning and delivery. Need for effective employer engagement;
- Need to tie in employment conditions and practice to enable customer needs to be best met;
- Need to ensure that we continue to strategically manage the organisation as an efficient, focused business;
- Need to ensure that big projects such as Single Status and Waste management procurement are managed effectively;
- Need a more strategic approach to environmental services. Links between environment and leisure – do we make the most of our parks, especially Town Park and The Arena?;
- The visibility of the Council as a major local employer and a need to translate this into employment opportunities for the local community;
- PA support to Heads of Service has been stretched. We need to ensure that there is adequate PA capacity to enable Heads of Service to carry out their roles efficiently and effectively.

#### ***Guiding Principles:***

The proposed restructure of the Senior Management Team is based on a number of key principles:

- to strengthen the delivery of the Co-operative Council initiative and other key policy priorities;
- to put in place a new model of management to meet the needs of the 'new' Council;

- to create a structure that is more cohesive, responsive and flexible to a rapidly changing set of circumstances over the next few years;
- to take account of key Government policy initiatives/drivers;
- to retain the right balance of skills to deliver services as effectively and efficiently as possible and create a cohesive team;
- to maintain continuity and momentum where major transformation and service redesign programmes are in progress;
- to realise further opportunities to achieve economies of scale and the further integration of a number of related service areas;
- to enhance delivery through more joined-up service management arrangements;
- to ensure good governance and clear accountability for statutory responsibilities;
- to identify and deliver further savings which will not impact unduly on frontline services.

### ***Senior Management Structure:***

In looking to put in place a new structure for senior management, a number of alternative models were considered. These included a more radical 'commissioning/operational' split of roles and also a geographic model. These could be made to work, they would also create confusion, unnecessary disruption and take a much longer period to 'bed in'. Given the scale of the challenges we face, the need to focus on delivery and embedding Co-operative Council principles, it was felt that a significant revision of the current model would enable the organisation to maintain momentum and continue to transform and improve service delivery.

The Senior Management Team Structure will comprise of:

- A Managing Director
- 2 Directors
- 9 Assistant Directors (formerly known as 'Heads of Service')
- 2 part-time Assistant Director specialists

The structure will be complemented by a Co-operative Council Delivery Unit (incorporating some elements of the former Corporate Core), working directly to the Managing Director.

An overview of the direct savings that this new structure will generate is set out in Section 8 of this report.

A diagram setting out the structure is attached as **Appendix 2**. **Appendix 3** sets out the allocation of statutory responsibilities within this structure (**Appendix 5** sets out, for comparison, the current management structure).

### ***Role & Responsibilities – Managing Director:***

From May 2011, Telford & Wrekin Council has formally operated the 'Strong Leader and Executive Cabinet' model for its executive arrangements. This is a significant change in emphasis on how the Council is run and managed. In the new model, the Leader is responsible for all executive functions and can decide whether to delegate functions to the Cabinet collectively, individual councillors or officers. The Leader determines the size of the Cabinet (maximum of 10, minimum of two) and is able to appoint and remove councillors to/from the Cabinet.

It is vital that this major change is reflected in executive arrangements. The designation of the Council's most senior officer, who leads and takes responsibility for the work of the paid staff of the Council, will therefore be **Managing Director**. Reflecting the scale and complexity of the organisation and its ambitions, the role of Managing Director will be a full-time appointment. As Head of Paid Service, the Managing Director is a non-political post. The Managing Director is responsible, and

accountable, to the Leader of the Council and the other elected councillors to deliver their political and policy objectives.

The Managing Director and Leader have complementary roles. Politicians should determine policy and programmes, decide the levels of taxes and charge, be the primary outward ambassador and 'face' of the authority to promote and explain policy and its implementation, and to shape the wider local place.

The core role of the Managing Director is to translate the political will of the Leader and Council into tangible outcomes for local communities. It is a managerial and leadership role, leading the organisation; setting both tone and culture; anticipating and removing obstacles; achieving change, fostering and developing talent; and ensuring that outcomes are achieved through changes in behaviour, partnerships, networking, commissioning, service delivery and contracting. It is a vital 'executive' role – but it is not a political role.

It is important to stress some of the more informal aspects of the relationship between Leader and Managing Director in this model. Both have the Council's and community's interests at the core of their role. This will require a very close and open working relationship which is supportive and understanding of the areas in which they work. In the same area, each will alert the other to issues arising within the span of their control in order that the best placed individual can resolve matters early.

The role of the Managing Director therefore encompasses:

- Leadership: working closely with elected councillors to ensure strong and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams;
- Collaboration- working closely with members to provide paths to implementing objectives and anticipating obstacles;
- Strategic Direction: ensuring all staff understand and adhere to the strategic aims and priorities of the organisation and follow and contribute to the direction set by the elected councillors;
- Policy Advice: acting as the principal policy adviser to the elected members of the Council to lead the development of workable strategies which will deliver the political objectives set by the councillors;
- Partnerships: leading and developing strong partnerships across the local community to achieve improved outcomes and better public services for local people;
- Good governance, Accountability and Operational Management: overseeing financial and performance management, risk management, people management, health and safety and change management within the Council.

The Managing Director will also undertake a separate role acting as Returning Officer and Electoral Registration Officer for Borough, County, European and General elections.

The Managing Director, will be very hands-on and will be responsible directly for the strategic management of the following functions which lead and oversee the Service & Financial Planning process, which is fundamental to the organisation, ensuring that the Co-operative Council principles, values and practice are embedded, overseeing and enabling the growth and development of the Borough:

- Finance, Audit & Information Governance
- Development, Business & Housing
- Co-operative Council Delivery Unit

The Managing Director will have direct line management responsibility for the two Directors.

While the Managing Director will be allocated strategic lead responsibility for the delivery of specific individual priorities, the role will also maintain an overview of delivery across all priorities. The Managing Director will ensure that the Senior Management Team is fit for purpose, lead the team and hold team members accountable for their performance and contribution to delivering the authority's priorities and plans. The post-holder will challenge the senior team and the wider organisation; build relations with local partners; and ensure that internal interests do not prevent innovation and shared partnership working.

### ***Role & Responsibilities – Directors:***

The role of the two **Directors** will, primarily, be the strategic management of a cluster of Services Areas around:

- Children and Family Services – a coherent, cohesive and comprehensive range of services for children, young people, their families and schools. Core to these services is safeguarding, support for people in the early stages of difficulties and more intensive, targeted help for families with more complex needs;
- Adults, Community & Customer Services – a range of services that encompass both universal and specific services for the community. These include Adult Social Care, where we are driving forward a major transformation programme, alongside continuing to improve our customer services and the quality of the environment through the delivery of 'people-centred' services.

Appendix 2 sets out the specific functions/service areas for which the Directors are responsible. It should be noted that the **statutory responsibilities for Director of Children's Services (DCS) and Director of Adult Social Services (DASS)** are held by these two Director posts respectively. In addition to this, new Public Health responsibilities will transfer to the Council from 1 April 2013. The arrangements proposed at a senior level enable these transfers to be easily assimilated.

The role of these Directors is to take the strategic lead role for individual priorities, contribute to the development of corporate strategy and supporting policy and priorities and galvanise action across the organisation to drive forward the vision and priorities. Specifically, Directors will be accountable for ensuring the translation of policies into practice and to guiding the strategic direction of the organisation around organisational priorities allocated to them. They will:

- empower managers and staff
- promote and drive lateral communication
- ensure evidence-based planning and decision-making and a focus on the delivery of outcomes
- build proactive relationships with partners/partnerships
- model organisational values and ethos in developing the organisation

Cabinet members will work closely with the Managing Director and Directors in developing, setting, monitoring and reviewing both the corporate strategy/policy framework and the delivery of Priorities.

Matrix management will be the Council's defining style in the delivery of priorities. Directors will take strategic ownership of performance within their Service Areas. Directors will be responsible for the line management/development/coaching/mentoring of each Assistant Director. Directors will hold Assistant Directors to account for their performance. In terms of this line management relationship, key areas will include:

- personal coaching, mentoring, advice and development;
- agreement of a personal action plan (Personal Development discussions);
- advice and support, where required, in relation to managerial issues and prioritisation (including support on corporate agendas);
- advice and support regarding barriers/blockages to progress.

### ***Role & Responsibilities – Assistant Directors:***

**Assistant Directors** will be responsible for the management/delivery of functions within broad Service Areas. Assistant Directors will be the major delivery channel through which the Council will operate and are likely to work with more than just one Director. Assistant Directors will:

- Have responsibility for the day to day performance of services;
- Manage staff and budgets;
- Ensure that appropriate business planning processes are in place in their Service Areas.

Assistant Directors will, therefore, take a key responsibility and have accountability for ensuring that priorities and policies are translated into action plans and delivered.

Assistant Directors will have a great deal of autonomy. Each will be linked to a Director for development, coaching and personal management purposes. Developing leadership skills is fundamental to our future success as an organisation.

**The statutory officer responsibilities of Monitoring Officer and Chief Financial Officer will be assigned to two Assistant Director posts respectively.** These posts will be an integral part of the key officer decision-making body – Senior Management Team (see below). These roles will provide a good ‘check and balance’ to the Managing Director and Directors and will report directly on appropriate issues to either the Managing Director or Council.

The proposals provide a larger responsibility span for Assistant Directors supported by co-operative working arrangements which will ensure that ‘gaps’ do not develop between the roles. The Council retains the contractual right to transfer Assistant Directors between roles from time to time. It is not an expectation or requirement that all roles at this level are totally interchangeable.

It should also be noted that two Assistant Director posts will be part-time ‘Specialist’ posts with no line management responsibility. These posts will ensure that senior expertise and skills in key areas are retained within the Team and provide a valuable sounding board resource for the team as a whole.

**Service Delivery Managers/Specialists** will be responsible to Assistant Directors for the running of their Service Delivery Units, with the exception of those in the Co-operative Council Delivery Unit who will report to the Managing Director regarding their work to develop and embed this approach.

The proposals require the re-allocation of service delivery units and their managers amongst Assistant Directors. This is likely to necessitate some further structural change at this level as the connections between units are utilised to create greater impact, though the aim is to minimise the impact across the organisation as a whole.

Each Assistant Director will be designated a number of wards where they will be senior contact within the organisation for any ward members who has a problem and does not know who to contact. The Assistant Director’s role will be to support the ward member, and ‘own the problem’ until the member’s issue is resolved as far as is practicable. (NB It will not be the responsibility of the Assistant Director to try to maintain an overview of all service delivery activity or issues within the wards they are assigned, nor to be responsible for ensuring that ward members are kept informed of all developments/issues within their ward).

**Appendix 7** gives an overview of the appointments process/issues.

### ***Making it Happen – Key Meetings:***

The Managing Director, Directors and Assistant Directors will meet collectively once a week as a **Senior Management Team (SMT)** to plan and manage the business of the organisation. The Managing Director will chair these meetings.

SMT will focus on high level development of Corporate Strategy and Priorities coupled with organisational and service performance and direction.

It is a pre-Cabinet decision-making forum for key strategies and significant operational issues - particularly where more than one Service needs input. It fosters corporate working, innovation, sharing ideas and learning. The team is a reporting point for key task/priority group reports and a vehicle for planning and coordination.

Whilst predominantly made up of the top three tiers of management, SMT will 'co-opt' other officers to assist in the resolution of specific issues.

SMT has begun to work this way and it is a demonstrable symbol of how our Co-operative Council will work - it will promote collaborative working and invigorate and enhance management arrangements. Collectively and individually SMT members are responsible for good governance across the organisation.

Collectively, the Senior Management Team will:

#### **Lead:**

- With Members undertake the role of shapers, guardians and champions of the Council's Vision and the Vision for the Borough
- With Cabinet members shape and drive the delivery of the Council's priorities, strategies and policies based upon community needs and aspirations
- Manage and define the culture of the Council and lead by example
- Manage the organisation and engage with employees
- Take a lead on 'real life' community engagement
- Strengthen partnership working by working in a co-ordinated way

#### **Strategically manage:**

- Service and Financial Planning process/strategy
- Strategic policy development and co-ordination, including equality and diversity
- Organisation and workforce development
- Have oversight of key major projects (receive reports from project boards)
- Accountable for delivery – resources, capacity, outcomes

#### **Operationally manage:**

- Performance management
- Financial Monitoring
- Information Management
- Health & Safety
- Risk Management

#### **Govern:**

- Cabinet agenda
- Scrutiny

- Legal/constitution/standards

**Manage issues for attention such as:**

- Emergency planning
- Emerging service issues
- Hot topics

There will also be a range of other meetings, groups and forums around priorities, projects and partnerships to ensure that we are moving forward effectively. These will be led by either the Managing Director, Director or Assistant Director, as appropriate. The Managing Director and Directors are specifically responsible for ensuring an effective focus on the delivery of Council priorities. In particular, in taking forward the Co-operative Council, the Managing Director will chair the senior officer Co-operative Council Working Group. The Managing Director will also chair the corporate Health & Safety Group.

In terms of executive officer – member working, it is proposed to continue broadly with the existing model of:

- Regular one-to-one liaison meetings between the Leader and Managing Director;
- Regular priority and service briefings between relevant Cabinet member(s) and Managing Director, Director, Assistant Director(s) as appropriate;
- Fortnightly informal Policy Review meetings between Cabinet, Managing Director and Directors and relevant Assistant Directors;
- Monthly meetings of the Cabinet.

***Making it Happen – Proposed Service Areas for Assistant Directors:***

In terms of the proposed groupings of services/functions to sit within each Assistant Director’s Service Area, a brief rationale is set out below (a list of just the functions grouped by Service Delivery unit is also attached as **Appendix 4**). It is noted that there is not one ‘perfect solution’ and that there are a number of different ways to ‘cut the cake’. However, the model below offers an opportunity to retain continuity and momentum where major transformation and service redesign are in progress, while also creating further synergies and opportunities for integration, savings and enhanced, more joined-up delivery; in effect, the best model for delivering the principles set out earlier:

<b>Assistant Director: Law, Democracy &amp; Public Protection (Statutory Monitoring Officer)</b>	
This proposal brings together a number of legal, quasi-legal and regulatory functions into one Service Area. Service Units in this Service Area are set out below.	
•	Legal Services (SDM nominated as Deputy Monitoring Officer)
•	Health & Safety and Resilience
•	Environmental Health, Trading Standards & Licensing
•	Democratic Services

<b>Assistant Director: Finance, Audit &amp; Information Governance (Statutory Chief Financial Officer and Senior Information Risk Officer)</b>	
There are clearly strong synergies between Finance and Audit services particularly in relation to the Statutory Chief Financial Officer responsibilities and reporting lines. The corporate information governance function sits within the Audit & Assurance Service Delivery Unit and ‘information governance’ is included in the title of the overall Service Area to reflect the importance of this issue	

in the organisation. It is good practice for the Council to have a nominated Senior Information Risk Officer (SIRO) which is a senior manager with responsibility for the overall information risk policy and risk assessment process and for advising on the information risk aspects of the Statement of Internal Control. The Assistant Director will be the SIRO who is accountable for fostering a culture for protecting and using data, providing a focal point for managing information risks and incidents, and is concerned with the management of all information assets.

Existing Service Delivery units in this area will be:

•	Finance (3x SDMs, each nominated as Deputy CFO)
•	Audit & Assurance (SDM nominated as Deputy SIRO)
•	Employment Services & Purchase Ledger

### **Assistant Director: Family & Cohesion Services**

Continuation of existing Service Area. The only change is the inclusion of the Homelessness/Housing Needs function, which is currently part of Housing & Development Planning SDU. This service will link in effectively with the drive in this Service Area around prevention, early intervention and improving cohesion within our communities. It will be for the Assistant Director to determine appropriate management arrangements for this function.

Service Delivery Units in this Service Area will be:

•	Early Intervention
•	Children's Specialist Services
•	Cohesion
•	Family Connect
•	Homelessness & Housing Needs * (not a SDU – detail to be agreed)
•	Integrated Planning, Placements & Commissioning

### **Assistant Director: Customer & People Services**

Further strengthening our organisational focus on Customer Services by bringing ICT and workforce development, planning and management, which are key to improving effective and efficient customer service, into this Service Area (see also section on 'The Council as Employer' for further information in relation to Human Resources and Organisational Improvement). Using the Council's position as a major employer to improve employability skills and opportunities for the community. We are also looking to develop a number of our libraries across the Borough as Customer 'First Points'.

Existing Service Delivery Units in this Service Area are:

•	Customer & Registrar Services
•	Library Services
•	Revenues
•	Benefits
•	ICT
•	Human Resources
•	Organisational Improvement
•	Catering

<b>Assistant Director: Care &amp; Support</b>	
Continuation of existing Service Area with no changes proposed. Service Areas continue to be:	
•	Access & Enablement
•	Assessment & Case Management
•	Personalisation Support & Service Provision
•	Adult Safeguarding
•	Adult Social Care Commissioning

<b>Assistant Director: Adult &amp; Children's Social Care Specialist (part-time)</b>	
Continuation of existing role, though on a part-time basis, of a high level social care specialist to support our response to changing Government policy across adult and childrens social services and to support the move to integrate the Public Health function from the PCT to the Council on 1 April 2013.	
•	No direct line reports

<b>Assistant Director: Environmental &amp; Leisure Services</b>	
The previous restructure facilitated the integration of all environmental maintenance, waste management and highways services to enable more effective development and delivery. There are also strong synergies with the Leisure Service in relation to open spaces and recreation and the opportunity to take a more joined-up approach to the maintenance and usage of parks across the Borough and Telford Town Park in particular.	
Service Delivery Units will be:	
•	Highways & Engineering
•	Environment & Open Space
•	Leisure Facilities & Services
•	Highways & Transport

<b>Assistant Director: Education &amp; Skills</b>	
Bringing together a lifelong focus on the education and skills needs of people in the Borough. This function will continue to work with schools, as appropriate, to promote and support improvement but will place an even greater emphasis on seeking to secure better outcomes for the young people who are least engaged in schooling and are likely to find themselves not in education, employment or training. The Arts and Culture team have a strong focus on engaging children and young people and adults with disabilities which support the development of learning and skills across the Borough. "Enjoying and achieving" is a core ethos in this services area. The Service Area will also have a wider commissioning and delivery role on increasing skill levels across the population. The Service Area will also look to offer a Careers advice service to schools and young people and play a proactive role in seeking to secure employment opportunities for young people within the Borough. Strong links will be essential with schools, further education and training providers and the local business community. NB * Skills commissioning function is not currently a Service Delivery Unit as it sits within the Economic Development Service Delivery Unit and it will be for the Assistant Director to determine management arrangements for this function.	
Service Delivery Units will be:	

•	Consultancy & Advisory Services
•	Leadership & Management
•	Achievement & Standards
•	Skills Commissioning (from within Economy & Skills, not a SDU – detail to be agreed)
•	Skills Delivery (Lifelong Learning, Careers, Youth Employment)
•	Arts & Culture

<b>Assistant Director: Children’s Safeguarding</b>	
The existing strong focus on ensuring that children in our Borough are safeguarded from harm, neglect and abuse is retained. Existing Service Delivery Manager/Specialists are:	
•	Children Protection & Assessment
•	Children in Care & Fostering
•	Safeguarding Advisory
•	Professional Social Work Lead

<b>Assistant Director: Development, Business &amp; Housing</b>	
<p>The proposal facilitates a connected, effective and efficient approach to deliver key Council priorities around the Economy, investment and place-shaping. It will provide a joined-up approach to attract and encourage investment from the private sector. The Service Area will encourage inward investment by providing leadership, commercial awareness, clear objectives and certainty for the private sector. It will enable a much more integrated and co-ordinated approach around the Economic Development, Property, Housing, Regeneration and Planning Strategies, but more importantly delivering outcomes in the context of developing a unique selling point for Telford. The potential of the Homes &amp; Communities Agency (HCA) asset transfer provides a unique opportunity for the Borough. Pooling Council, HCA and other public sector assets, influencing supply, providing certainty to the market, having a clear coordinated planning, housing, economic development and property approach to the future investment over the medium term will deliver outputs to complete the sustainable New Town development within the Borough.</p> <p>This role will also pick up the strategic lead for procurement, given the obvious synergies with the private and enterprise sectors. In addition to maximising value-for-money and savings, key focuses will be to promote, within legal guidelines, local business and employment opportunities and particularly apprenticeships, training and social responsibility within the contracts we put in place.</p> <p>The detail in relation to which posts will transfer into other service areas will be subject to consultation, discussion and agreement.</p> <p>Existing Service Delivery Units within this Service area will be:</p>	
•	Development Management
•	Economic Development (excluding Skills Commissioning – transferred to Education & Skills service area. Social Regeneration, Voluntary Sector lead and External Funding Team – transferred to Co-operative Council Delivery Unit)
•	Housing & Development Planning (excluding Homelessness/Housing Needs – transferred to Family & Cohesion Services)
•	Estates & Investment
•	Property & Design
•	Facilities Management
•	Town Centre

•	Building Schools for the Future
•	Strategic Procurement

<b>Assistant Director: Planning Specialist (part-time)</b>	
<p>While there is a clear logic for including the Planning service within a wider development/regeneration function (see above), there are important governance considerations that the structure needs to address in order to both maintain the independence and, equally important, public confidence in the independence of the planning process. This is particularly the case where the Council is seeking to progress development in respect of its own landholdings. The role of this very senior Planning Officer with significant planning expertise will be to work alongside the Development, Business and Housing Service Area to support appropriate housing and economic growth/ development while ensuring that the balance between this and the Planning process are retained.</p>	
•	No direct line reports

### **Co-operative Council Delivery Unit**

The revised structure will also include a Co-operative Council Delivery Unit, which will bring together a dedicated, central resource to drive forward this key area of work.

Becoming a Co-operative Council is about members, Council employees, residents, partners and local organisations working much more closely together to deliver key outcomes for the Borough. Working co-operatively, by bringing public services together, involving local people more in planning and running services and encouraging people to do more in their own communities, will enable us to better meet local people's needs and priorities.

The Co-operative Council Delivery Unit will incorporate 4 teams (previously in the Corporate Core), all of which have key roles to play in the transition to becoming a Co-operative Council and in the longer term, a Co-operative Borough. The teams are:

- **Policy & Strategy** – focusing on developing our approach to becoming a Co-operative Council/Borough, overall project management and co-ordination of Co-operative Council work-streams and supporting policy/strategy development Council-wide, particularly the Service & Financial Planning Strategy, that underpin our approach;
- **Delivery & Planning** – focusing on developing a new vision and priorities, overseeing service planning and performance management, gathering and sharing intelligence and developing partnership working, including through the Co-operative Commission;
- **Community Engagement & Voluntary Sector** (NB Builds on the existing Community Engagement, Equalities & Action Team. Incorporates the corporate lead for Voluntary Sector, Social Regeneration and the External Funding Team – transferred from Economic Development Service Delivery Unit) – focusing on community engagement and involvement, developing relationships and co-operative working with Town and Parish Councils and the Voluntary and Community Sector, promoting volunteering and civic participation and carrying out targeted work with local communities to help 'narrow the gap'. Because of its key role in developing our strategic relationship with the Voluntary Sector, the External Funding Team – which does a considerable amount of work to identify grant and funding opportunities with this sector – will be located in this team. Details of the transfers are to be agreed;
- **Corporate Communications** – focusing on proactive, priority-led communication and marketing of the Co-operative Council and its services to improve awareness of the Council and how to

access services which will support our drive to enhance our customer services and enable consultation and marketing.

The managers of these teams will work directly to the Managing Director to reflect the need for co-operative working to be embedded right across the Council.

### ***Making it Happen - Our Co-operative Council Programme:***

Our approach to driving forward the Co-operative Council initiative was approved by Cabinet in July 2011. Key features of our on-going approach will be:

- An **'Adopter Programme'**: a range of services, issues and projects at which we are looking at how different ways of doing things can drive improvement, better value-for-money and savings. To ensure that we are promoting and embedding the Co-operative Council ethos across the organisation, **a key principle of our Adopter Programme will be that there will be at least one project in the programme from every Service Area;**
- A **'Co-operative Commission'**: An assembly of some 60 members of the community from across the voluntary, public and private sectors working together on a number of areas of interest and priority to recommend better ways of working and improvements. The Commission is supplemented by a Citizens Group, run collaboratively with Rights & Fairness Telford, to act as a sounding board for the Commission sub-groups as they develop recommendations particularly in assessing equalities impacts (**we will also investigate the possibility of establishing a 'Young Peoples Commission'**);
- An **'Employee Commission'**: a self-selecting group of employees who will identify and work on issues to help improve and take forward the organisation.

The Co-operative Council programme is overseen by a cross-organisation senior officer working group. This group is to be chaired by the Managing Director. Project management, co-ordination and development of our Co-operative Council approach and programme is managed on a day-to-day basis by the Policy Team in the Co-operative Council Service Delivery Unit.

### ***Making it Happen - The Council as Employer:***

Whilst this review provides a focus on the Senior Management Team and the achievement of community priorities through Co-operative Council initiatives, it is important that attention is also given to employees in the organisation and how structurally we can maximise our ability to achieve change through employees.

For pragmatic reasons, we currently have two Service Delivery Units dealing with people issues. The Organisational Improvement Team focus on design, commissioning and delivery of development in different forms, steering projects such as Single Status, restructuring work, maintenance of employee focus groups, some employee communication work and managing suggestions for improvement made by staff. The Human Resources Advisory Team provide employee relations services across the organisation including schools and also manage HR policy, recruitment strategy, apprenticeships, work experience placements, restructuring negotiations and implementation, redeployment support, redundancy, careers work, and NEETs.

While originally both were in the Corporate Core that reported to the Assistant Chief Executive, for some time the teams have reported into different Council areas. The strong working relationship between the two has overcome some of the logistical and relational problems that this could have created. However there is a case for bringing these teams much closer together to provide clear, focussed organisational people services through a single Assistant Director. This will ensure that the

full spectrum of people-related work is contained within a single team and that overlaps and gaps between the services can be dealt with.

To reflect the more outwards-facing nature of this work and also to make a direct, constant and permanent connection with services to the public, these functions will come under the remit of the Assistant Director with responsibility for customer services. This will enable more immediate challenge to established policies and methods of operation identified through customer interaction. The Assistant Director will be tasked with reviewing the operation of these units to assess whether they should be merged. A key requirement will be to build on the existing foundations to deliver the employment climate within which Co-operative Council ambitions can be achieved. As a priority this will require a practical approach to workforce planning and ensuring that development and employee relations aspects complement the direction in which the Council needs to move.

To achieve this, these services cannot be seen as inwardly focussed. The Council as an employer must have a visibility within the community which encourages both pride in the Council and aspiration by members of the community to work in or with the Council. The role of staff as Council ambassadors at all times is another feature to be stressed. There is also the opportunity to bind together community connections through a wholesale increase in voluntary organisation activity and contribution by Council staff, an increase in work placements for local members of the community and further take-up of apprenticeships by Telford & Wrekin people of all ages. Essentially the Assistant Director for Customer & People Services will be tasked with delivering a modern and progressive employment climate in the Council.

Beyond this, we should also be looking to assist in supporting small external public and voluntary employers with advice and development where practical. Relationships with Trade Unions and employees will reflect the principles and ethos of the Co-operative Council. Single Status, restructuring and development will form key priorities and there will be a need to draw from across the skill base to support the delivery of these in a constructive manner.

### ***Making it Happen - Skills We Need As an Organisation:***

Public bodies are experiencing significant cuts to budgets, leading to radical transformation programmes designed to maintain or improve levels of service delivery. These new delivery models present new skills requirements at the same time that major headcount reduction strategies are being put into practice, further increasing the demands on the skills of remaining staff.

The requirement to more closely align skills development with business needs has never been greater nor has the need to ensure the maximum value for money from skills development. Recent reports have particularly highlighted skills shortages in the fields of procurement, commissioning, project and programme management, financial management, contract management and IT.

We need to put in place a focused workforce development strategy and plan to ensure that we can continue to operate effectively. The Assistant Director: Customer & People Services will be tasked with putting this in place.

### ***Making it Happen - Constitution:***

There are constitutional implications to the proposed re-structure. Principally, the Council will need to approve the re-designation of the statutory officers to link to the job titles contained in the new structure. There will also be some consequential amendments to the Constitution because of, for example, changing job titles. These will be addressed by decision of full Council upon recommendation of the Council Constitution Committee.

As we move forward, there will be a need to continue to review the Constitution to allocate responsibilities between members and officers to ensure they are in the most effective place for

delivery. In line with the ethos of the Stronger Leader/Managing Director approach, this will support realigning some of the detail of running a large, complex organisation to ensure that Managing Director and Leader are tasked with the right level of decision making.

***Making it Happen - Personal Assistant Support to Senior Managers:***

To reflect the changes in the Senior Management Team structure, it is proposed that there will be:

- 3 PA posts in the Directorate PA Support Team office, (formerly 4) including the senior PA to the Managing Director;
- 7 PA posts supporting the Assistant Directors (formerly 6).

At the present time, this reflects no net reduction in the number of PAs supporting the Senior Management Team. The level of support will be kept under review as workloads become clear.

Line management of the PAs who provide support to Senior Managers has previously been undertaken from within the Organisational Improvement Team. It is proposed that this be transferred to the Assistant Director: Finance, Audit & Information Governance in its entirety, with the PA to the Managing Director taking on the role of line manager for the other PAs.

(NB. The location and line management of the PAs who provide support to Cabinet members remains unchanged and is not affected by these proposals. This maintains a visible separation between the political and administrative aspects of Council leadership/management).

#### **4. SENIOR MANAGEMENT PAY**

**(NB. This section of the report has been written by the Human Resources Advisory Team Manager)**

As part of the review process the opportunity has been taken to consider the pay which should be attached to positions in the management structure. This takes into account a number of factors including the economic challenge facing the organisation and local government generally.

The opportunity has been taken to recommend a framework whereby pay at a senior level is reviewed on a regular basis. The intent of this is to enable decisions to be taken after consideration rather than in response to a specific event such as recruitment to the position.

The previous Chief Executive was paid £149,000 per annum on a fixed point. This, in turn, was a substantial reduction on the salary levels paid to the Chief Executive in 2009 which was £162,124.

##### ***Fixed point v Incremental scale***

Whilst an incremental scale at a Managing Director level would bring it into line with the rest of the organisation, there are a number of factors which make this arrangement less attractive:

- The level of payment would mean that to derive any significant benefit from incremental increases 'steps' would have to be large. This would mean an incremental spread of possibly up to £20,000. This would either mean a very high maximum or a minimum which does not provide sufficient headroom between that and the Assistant Director levels.
- The nature of the role means that there is often a degree of negotiation in setting salary levels. The existence of a high maximum is likely to simply provide a target for individuals offered the role.
- The nature of the role means that nationally there is a higher turnover between authorities. An incremental scale is unlikely to retain individuals attracted to other authorities or headhunted.

It is recommended that the position is paid on a single, fixed point basis which increases in line with the nationally negotiated Chief Executives award.

In order to ensure that pay remains relevant and can be adjusted to reflect market conditions in future, it is recommended that both the pay and job description be formally reviewed on a three yearly basis. Interim adjustments to duties can be made to reflect changing demands. The review will take into account the performance of those directly managed by the Managing Director to reflect the post holder's direct responsibility at this level.

##### ***Managing Director Pay***

This is currently set by reference to national surveys of Chief Executive pay. The most recent of these was concluded in 2009 (pay has been frozen since then). These take into account population bands. There is evidence of variations since 2009 as councils adjust to the economic climate.

On an average basis for unitary authorities with population bands of between 151,000 and 200,000 the minimum fixed salary is £141,202 and average maximum is £150,825.

It is proposed that the fixed salary for the Managing Director becomes £137,000. This represents a reduction of £25,124 on 2009 levels of pay (15%) and a reduction of 8.7% on the rate paid at the start of 2011 when the removal of essential car user allowance is included.

Currently Returning Officer responsibilities, and payment for these, lie with the Head of Governance on a temporary basis. It is proposed that these be formally attached to the Managing Director role.

The previous Chief Executive role had essential car user allowance attached to it. In reality the position did not require a lot of daily travelling. It is therefore proposed that the Managing Director position be paid as a casual car user. This brings it into line with most senior managers.

### ***Director Pay***

Existing Corporate Directors are currently paid on a five point incremental scale with a £10,809 incremental spread.

The scale maximum is £118,893.

Frequently individuals appointed to Corporate Director positions have been placed above the grade minimum. This partly defeats the purpose of the incremental scale which is to provide an incentive for people to remain with the organisation as they develop in the role because they will receive an increasing financial reward.

To provide consistency with the Managing Director role it is proposed that Directors be paid on a fixed point basis also. At this point it is suggested that 80% of the Managing Director's salary is an appropriate amount. In the model proposed this will be £109,600. This differential will be maintained if future awards are linked to the Managing Director salary.

One note of caution is that the performance of Directors should be taken into account when reviewing the Managing Director's salary to avoid upwards salary drift for non-performing Directors working with an achieving Managing Director.

The linkage should ensure that Directors' performance is monitored and managed and that the most senior managers in the organisation recognise the personal benefits of strong team performance at that level.

### ***Assistant Directors Pay***

Assistant Directors form the bridge between Service Delivery Units and the top of the organisation. This is the group which contains aspirant Directors. Assistant Directors (as Heads of Service) were re-graded in November 2010. Given the additional responsibilities that are being taken on by Assistant Directors, it is not proposed to reduce existing pay levels.

Given the need to provide incentive for individuals to remain with the Council whilst developing at this level, it is proposed that the incremental salary scale remain unchanged. This provides for an incremental point maximum of £82,304 representing 75% of the Corporate Director fixed point. This will fluctuate over time as national pay at this level is negotiated separately. It will be important to monitor this closely to ensure that a suitable pay differential remains between Assistant Directors and the more senior Directors.

## 5. WORKING IN PARTNERSHIP

To support the development of the Co-operative Council, a refocused approach to partnership working by the Council and its partners is required. The core drivers of this are:

- Taking forward the Co-operative Council model by placing partnership working at the heart of the Council's planning and delivery model.
- To drive forward service development and efficiency through collaborative working where beneficial.
- Fulfilling statutory partnership requirements – although the Coalition Government has rolled-back the statutory requirements of local authority partnerships, statutory requirements exist around health & wellbeing (developing), crime & disorder and safeguarding. There are still requirements around Children's Trusts but these will be removed in coming months.
- To address local priorities and pressures – while we are currently consulting with the local community around future priorities for a new Borough Vision, the issues of skills and employability (the Co-operative Commission is specifically currently looking at this issue) and families with multiple and complex needs are in urgent need of a partnership response.
- Ensuring that responsibility for the delivery of services is focused in the correct place – being clear which components of the partnership structure are focused on delivery and which are about sector engagement.

The diagram in **Appendix 6** sets out a proposed partnership framework with the rationale behind it set out below. Key elements of the framework are:

### **A. BOARDS**

The Boards are responsible for developing the strategic direction of the agenda for which they have responsibility. The details of this agenda will be informed by the new Borough Vision and Community Strategy currently being developed.

Each Board will develop a high level plan which sets out how their agenda will be taken forward; identifying outcomes (informed by a detailed Needs Analysis) with actions for delivery aligned to a responsible organisation with agreed timelines and resources. Actions from these plans will be fed into Council Service Plans.

As a common starting point, it is expected that each Board has Cabinet Member representation and that a lead officer is a member of the LSP Executive. Cabinet Members will help inform the strategic direction of the Board and act as 'community champions'.

The main boards are proposed to be:

#### **Local Safeguarding Adults Board**

(Vulnerable Adult Safeguarding Board: for Shropshire, Telford and Wrekin)

Purpose: to co-ordinate adult safeguarding work within Shropshire and Telford and Wrekin and develop the strategy around Vulnerable Adult Safeguarding.

Organisations to include: Council, Shropshire Council, Police, Crown Prosecution Service, Probation Service, Shropshire County PCT, Telford and Wrekin PCT, Shrewsbury & Telford Hospital Trust, South Staffordshire & Shropshire Mental Health trust, Quality Care Commission, Prison Service, provider organisations, Shropshire Partners in Care LSCB (Shropshire and Telford and Wrekin).

## **Status: Existing non statutory partnership board**

### **Local Safeguarding Children Board (LSCB)**

Purpose: to ensure the effectiveness of the arrangements made by wider partnerships and individual agencies to safeguard and promote the welfare of children and young people.

Organisations to include: Council, Police, Probation, Youth Offending Team, Strategic Health Authority Telford and Wrekin PCT, Shropshire Community Health NHS Trust, Shrewsbury and Telford Hospital Trust, Children and Family Courts Advisory and Support Service (CAFCASS), Governor or Director of any Secure Training Centre, Governor or Director of any prison in the local authority area which ordinarily detains children, 2 representatives of the local community.

## **Status: Existing statutory partnership board**

### **Housing, Economy & Regeneration Board**

Purpose: to develop a strategic approach to economic development tied to the physical regeneration of the borough and associated infrastructure improvements and the provision of housing and the wider growth agenda. The Board will make the linkages between regeneration, housing and the planning of future land use and development. Working with key partners, the development of Telford Town Centre will be a major, but not exclusive, priority.

Organisations to include: Council, HCA, Advantage West Midlands, Wrekin Housing Trust, Registered Social landlords, Chamber of Commerce, Job Centre plus, TCAT, Hark Apollo, Southwater Events Group representatives from the Business Board.

**Status: Expansion of the existing Housing & Regeneration Partnership Board which is established and is primarily focused on managing the relationship between the Council and HCA and the delivery of the Local Investment Plan. The Business Board is recognised as a key sector engagement group and provides linkages to the Marches LEP.**

### **Environment & Transport Board**

Purpose: To lead Telford and Wrekin to an environmentally sustainable, low carbon future that is resilient to the expected changes to our climate whilst maintaining and protecting our environment. The Board will also look at delivery models around transport and environmental maintenance (including waste).

Organisations to include: Council, Telford & Wrekin Services, Friends of the Earth, Wildlife Trust, Highways Agency.

## **Status: new partnership**

### **Safer, Cohesive Communities Board**

Purpose: whilst the Council has had a clear focus on the physical regeneration of the Borough, in the recent past there has not been a 'single conversation' around social regeneration. This responsibility will be given to the pre-existing Safer Telford and Wrekin Partnership which will become the Safer, Cohesive Communities Board. It will continue to deliver the Council's and partners' statutory role for crime reduction, integrated offender management and domestic violence. It will retain and enhance its focus on 'cohesion' and will have important links to the Strengthening Families Task Force.

Organisations to include: Council, Police, Shropshire Community Health NHS Trust, Shropshire Fire and Rescue, Probation, Wrekin Housing Trust, Telford Magistrates Court, Crown Prosecution Service,

Youth offending Service, Prison Service, Victim Support, Legal Services Commission, National driver training organisation.

**Status: Expansion of the existing Safer Telford and Wrekin Partnership.**

### **Health & Wellbeing Board**

Purpose: to lead the commissioning and development of all-age health care, social care and public health services in the Borough. To guide and oversee the ongoing development of the JSNA; develop the joint health and wellbeing strategy; establish sound joint commissioning arrangements; develop Healthwatch; and oversee the transfer of Public Health responsibilities to the local authority.

Organisations to include: Council, Clinical Commissioning Consortium, Public Health, Social Care (Adults and Children), PCT (NHS T&W), NHS Commissioning Board (when developed), Links (Health Watch when established / patient Champions).

**Status: Existing - currently in 'shadow' format – further guidance and responsibilities to be clarified by forthcoming legislation and policy direction from the Department of Health. The Health and Wellbeing Board will assume its statutory responsibilities from April 2013.**

### **Children and Families Board**

Although the statutory requirement for local authorities to have Childrens Trust will be removed by the Government in coming months, developing a Board is a priority of the new Cabinet.

Purpose: Champion the interests of children, young people and their families within the LSP and oversee the development of a clear, coherent and comprehensive vision and strategy. To act as a critical friend to ensure that partnerships within the LSP are improving outcomes for children and young people: most notably Health & Wellbeing Board (Be Healthy), Schools Learning Partnership (Enjoy and Achieve and Economic Wellbeing), LSCB (Staying Safe) and Safer Cohesive Communities Board (Positive Contribution).

Organisations to include: Council, PCT, Shropshire Community Health NHS Trust, LSCB, Police. Probation, RAFT, Shrewsbury and Telford Hospital Trust, Telford and Wrekin CVS, Schools representatives, Parent and Carers representation, Young People representation.

**Status: Existing - Statutory until requirements to have Children's Trust Board are repealed (process due to commence May 2012).**

## **B. DELIVERY FUNCTIONS**

'Delivery Functions' are responsible for taking forward the priority actions identified by the Vision and the strategic boards of the LSP, for example the Telford Employability Centre and the Corporate Parenting Leadership Group.

As well as the themed groups, an important strand will be the 'Cooperative Neighbourhood Delivery Groups' which will focus on taking forward priorities at a community level. Key to this will be the engagement and involvement of local people and organisations to put them at the heart of decision making and developing new ways of addressing local concerns (see next section).

As part of the Delivery Functions, there will also be 'task forces' set-up to address specific problems. Task Forces will be time limited 'task and finish' groups which will be accountable to the appropriate Board. There are three currently being established:

1. **Families with Complex Needs Task Force:** it is widely recognised that a relatively small number of families have significantly complex needs which require considerable public

resources from multiple services. The purpose of this partnership is to build on pre-existing projects including the Family Intervention Project to work intensively with these families to improve outcomes for them and efficiency in the way these services are provided.

2. **Homelessness/Private Landlord Task Force:** to develop a multi-agency approach to homelessness prevention and intervention and put in place a new relationship with private landlords to ensure that the properties they provide for rent are always of an appropriate standard and that tenancies are managed on an appropriate basis.
3. **Skills & Employability Task Force:** to help people acquire the right skills and attributes (employability) to get the jobs being created through the work of the Economy and Regeneration Board. Apprenticeships will also be part of this Board's remit. By improving skills and reducing worklessness, a key outcome measure for this Board will be to help to reduce family poverty (NB. Establishment of this has been put on hold pending the outcome of the Co-operative Commission's work).

As the outcome of the current community consultation to inform the development of a new Vision is finalised, it is likely that new task forces may emerge.

### **C. SECTOR ENGAGEMENT PARTNERSHIPS/FORUMS**

These groups will provide a means by which the views of key partners are sought both to inform strategic priorities, plans to deliver them and delivery mechanisms.

For example, the Business Board will continue its role as the focus for business engagement in the Borough and its relationship with the Marches Enterprise Partnership.

It is likely that some of these partners (e.g. Town/Parish Councils) may deliver aspects of Board's plans through new service models.

Included within this is the Co-operative Council Commission. Through working groups, the Commission is currently looking to make recommendations to develop 'co-operative working' against 5 themed areas. These are:

- Employability and skills
- Co-operative values and communication
- Commissioning and procurement
- Volunteering
- The image of Telford

Where these recommendations are accepted by the Council, they will feed into the strategic partnership boards as appropriate (if these recommendation impact directly and solely on how the Council functions, these recommendations will feature in the Council Plan and Co-operative Council programme).

### **D. LSP EXECUTIVE**

The role of the LSP Executive is to ensure that partnership mechanisms are fit for purpose to deliver the Borough Vision. In particular, it will focus on overseeing delivery of the Community Strategy which will act as the short to medium term delivery plan for the Vision.

It will work with the Boards to ensure that outcomes are delivered - where necessary it will establish new task forces and take ownership of specific issues including, for example, the corporate parenting of children in care.

More broadly, its role is communication, facilitation and enablement. It will ensure that the appropriate links are made between Boards for example between Health & Wellbeing and Housing, Economy & Regeneration in relation to housing and health inequalities.

To do this a programme of reviewing and understanding the work and progress of the Boards will be developed by the LSP.

Membership of the Executive will comprise: sector representatives, strategic partners and officer representation from Boards. The Managing Director of the Council will be the chair of the LSP Executive.

Current membership includes Council, Clinical Commissioning Group, PCT, Police, Fire, TCAT, Chamber of Commerce, Ironbridge Gorge Museum Trust, Job Centre Plus, CVS.

## 6. WORKING IN THE COMMUNITY

### Co-operative Arrangements to Address Poverty at a Local Level

One of the key roles of the Priority Action Team within the Community Engagement Service Unit (part of the Co-operative Council Delivery Unit) is to support the delivery of Council Priorities at a local level. It is proposed that this continues to be the main function of the team but that the focus is realigned to support the LSP and Council's priority of **tackling poverty** in key areas across the Borough. It is also proposed that this priority is addressed through a **co-operative approach** by working together with residents, Elected Members, Town and Parish Councils, partners, local organisations and key Council services to collectively narrow the gap between our communities in relation to **Education, Training, Skills and Employment**.

It is proposed that there will be 2 clear areas of focus for the Priority Action Team:

- Supporting the Council and LSP on the priority of 'narrowing the gap' particularly around poverty and inequalities across communities in relation to Education, Training, Skills and Employment by developing or building upon a partnership approach in key areas across the Borough
- Building the capacity of communities and local voluntary organisations to fully engage in a co-operative approach and enabling people to do more for themselves, this will involve the following:
  - Continuing to support new and emerging grass roots resident and community groups via mentoring and skills development, helping them to access funding, and enabling them to take an active role in identifying and addressing local need;
  - Ensuring wherever possible interventions involve an element of 'up skilling' local people, by working closely with colleagues from Job Centre Plus, education providers such as TCAT, and other Council services;
  - Developing and implementing local projects and interventions through volunteers from within the community, via the private sector as part of their Corporate Social Responsibility and through the use of 'Community Payback';
  - Providing support to small community organisations to build their capacity to develop and deliver co-operative approaches to service delivery;
  - Supporting Ward Members to engage with their communities in their role as local champions and to assist them to understand local need (see also next section);
  - Working closely with Town and Parish Councils to identify alternative service delivery models.

The role of the team will involve:

- Coordinating the joining up of local services, communities, Town and Parish councils and voluntary sector;
- Facilitating the development of local or thematic action plans that directly contribute to 'narrowing the gap' – to be short, sharp outcome focused plans, with success measures agreed by the community and local stakeholders;
- Coordinating activity to support the delivery of these action plans;
- Monitoring and evaluating the impact of plans with support of evidence from the observatory and community engagement mechanisms;
- Gathering good practice and feeding it back into relevant organisations and the LSP.

There will be 3 areas of focus for the team's work:

- a) **Geographic areas** that have been identified as a priority through the Index of Multiple Deprivation or other Strategic Needs Assessments that are carried out locally. It is proposed to initially target the 6 wards with the greatest concentration of residents within the 10% most deprived nationally on the overall IMD as follows, **Woodside, Malinslee, Cuckoo Oak, Brookside** (see below), **College** and **Donnington**. The Priority Action Team will operate from

various 'community bases' within these areas in order to facilitate close working relationships at a local level.

- b) In relation to Brookside, this has been identified as the pilot '**Co-operative Ward**' in our Early Adopter programme and we will be developing a comprehensive action plan, in conjunction with the community, to develop and take forward this initiative.
- c) **Specific Groups** that are identified through analysis as experiencing significant inequalities in comparison to other groups in the Borough. This could involve a focus on a specific age group, people of a particular ethnic background, or a combination of these factors around a particular theme, such as educational attainment in Pakistani boys at KS2.

### **Co-operative Delivery Mechanisms – Working in Partnership**

The Co-operative Council approach involves a new partnership between local people, the private and voluntary sector and public services.

The LSP has a key role to play in tackling disadvantage and reducing poverty within the Borough, and the emerging partnership framework, set out in the previous section, will support the delivery of this agenda at a strategic level. The Families with Complex Needs task force will help to drive forward this agenda across the Borough, and it is proposed that the Priority Action Team facilitate partnership arrangements at a local level to ensure that interventions are developed that address local need. There will need to be strong links between strategic partnership boards and task forces and any local partnerships to ensure that resources are targeted appropriately.

It is proposed to review the existing local partnership arrangements such as the Neighbourhood Delivery Groups to ensure they are 'fit for purpose' and able to address local issues. It is not proposed to create burdensome partnership structures but to use a range of mechanisms that are appropriate to local circumstances and issues. It is likely that these local working arrangements will include:

- **Multi-agency Task and Finish Groups** developed where appropriate to consider the data and intelligence, agree key issues and develop and monitor appropriate action plans
- **Involvement of Ward Members, Town and Parish Councils** local agencies and services, voluntary groups, and residents as appropriate
- Groups to be actively looking for '**co-operative solutions**' to issues through consideration of alternative delivery of services or interventions, or improving existing service delivery to better meet community needs
- Delivery through or links to other existing partnerships such as **Donnington Partnership** or **Regeneration Partnerships** where applicable, this may involve those groups developing interventions that contribute to the action plans
- Reporting will be to the **LSP Executive, Cabinet** and relevant **LSP Delivery Partnerships** on progress, sharing good practice and highlighting issues and blockages as appropriate – these groups will also 'task' the local partnership to provide support in tackling specific issues identified at a strategic level.

## **7. SUPPORTING & INVOLVING MEMBERS**

It is the Council's responsibility to give councillors the tools they need to do their job. Research shows that councils that properly support their councillors will find that they can get:

- a better understanding of the needs of their local communities
- greater public involvement in local initiatives
- greater interest in the role of the Council.

As our engagement and empowerment agenda rolls out, the role of the councillor will become more important and the demands placed on them will increase. Their effectiveness will depend, to some extent, upon the quality of the support they receive.

Since May 2011, we have done a number of things to support all members in their roles:

- A full induction programme;
- Workshop sessions to help and support members to undertake engagement activities in their wards;
- Distribution of a support pack to support members as they lead the 'Your Money, Your Projects' initiative in their wards;
- Development and distribution of Ward Profiles, giving members the key facts and figures about their local area;
- Holding a number of Information Briefing events on specific issues;
- Extending the distribution of E.news to all members on a weekly basis.

However, there is more that we can and should do. Ten suggestions are:

1. Development of a 'Ward Councillor Protocol' which would help to define the future role of the ward councillor and address issues about support and development. In particular, the Protocol would set out clear guidance for the type of data/information which Council services would be expected to share with ward members; when members could be expected to be consulted and/or notified about issues/proposed activities in their wards; involvement in local partnership activities etc;
2. It has been recognised that whilst there are currently a number of existing initiatives in place to support and communicate with Members, these could be further improved to provide more effective methods of engaging with and informing Members. As part of the Member Awareness for Officer sessions, several briefing notes were produced as guidance. This guidance could be further enhanced through the introduction of a checklist or flowchart which would enable officers to consider the appropriate stage at which to consult, engage and inform Members on their work. Promotion of this toolkit could be rolled out through further Member Awareness workshops and alongside articles in the e-news possibly with a strap line such as 'Remember the Member' to reinforce the message;
3. The Members' Information Point (MIP) should act as a central point of reference for Members particularly during out of office hours. This is currently under-utilised as a facility for communicating information to all Members. This should be more widely promoted amongst officers as a key method of keeping Members informed of borough wide issues. The MIP could also be further enhanced through the introduction of individual Ward pages. Officers could post relevant information to the pages which would allow Members to see what's happening in their Ward (or neighbouring Wards) at a glance. These pages could include links to commonly asked questions such as planned highways work, planning applications, tree preservation orders and refuse collections. This could be extended to include updates from service areas. Residents may well raise questions about some or all of these issues with their Ward Member and will expect them to know about them;

4. Convert the current 'Your Money, Your Projects' initiative into a more general "Ward Co-operative Fund" which would be a small but dedicated and flexible resource with which to address specific local issues/priorities and/or to promote positive behaviours and actions. This would remove current time constraints on the process and would enable ward councillors, working in conjunction with their communities, to support what they feel matters most e.g. purchasing new equipment, environmental service top-up, a prize scheme (best kept/most improved/community volunteer etc), funding activities for younger or older people etc;
5. Review the current on-line reporting system for members to make it more efficient, easy to use and accessible for all councillors (e.g. easier log-in for multiple reports; shortening standard information fill-in requirements each time; enabling easier tracking);
6. Introducing a short, succinct Manual of key information for councillors (both manual and electronic versions);
7. As mentioned earlier, each Assistant Director to be designated a number of wards so that they can act as a senior contact within the organisation for any ward member 'in their patch' if the member has a problem and is not sure who to contact. The Assistant Director's role will be to support the ward member, give advice if appropriate, and 'own the problem' until the member's issue is resolved as far as is practicable. (NB It will not be the responsibility of the Assistant Director to try to maintain an overview of all service delivery activity or issues within the wards they are assigned, nor to be responsible for ensuring – except in respect of the services for which they are directly responsible – that ward members are kept informed of all developments/issues within their ward. Rather, the Assistant Directors can assist a ward councillor if they feel they have not been appropriately notified);
8. Run the Personal Safety course for members at least twice a year and ensure 'top tips' are included within the proposed Manual;
9. Establish a Member Information Seminar programme. This programme to consist of at least one seminar per month for all councillors. Each proposed Service Area (9) plus the Co-operative Council Delivery Unit will take responsibility for one session each to brief members on key issues, challenges, priorities, focuses for improvement etc. There will also be sessions on the developing budget;
10. We will, together with members, review their training, development and support programme – this could be done in conjunction with the development of the 'Ward Councillor Protocol'.

## 8. OVERVIEW OF SAVINGS TO BE DELIVERED

### A. Senior Management Restructure – Savings

	£000
Deletion of 1x Corporate Director post	154
Deletion of 1x Assistant Chief Executive post	154
Deletion of 1x Head of Service post	105
Reduction of hours of 2x Head of Service posts by 50%	105
Reduction in salary: Chief Executive to Managing Director	16
Reduction in salary existing Corporate Director to Director	13
Total	<u>547</u>
+ Director of Children's Services	<u>(141)</u>
	<u>406</u>

## **Appendix 1**

### **TERMS OF REFERENCE - REVIEW OF SENIOR MANAGEMENT STRUCTURE**

To conduct a full review of the organisation's Senior Management structure and operations and make recommendations for the most effective model with particular regard to the delivery of Co-operative Council objectives.

To present recommendations and detailed plans for implementation to Cabinet and Council.

To consult on the implementation of recommendations and resolve staffing issues where necessary.  
To advise on appointments to any new model agreed.

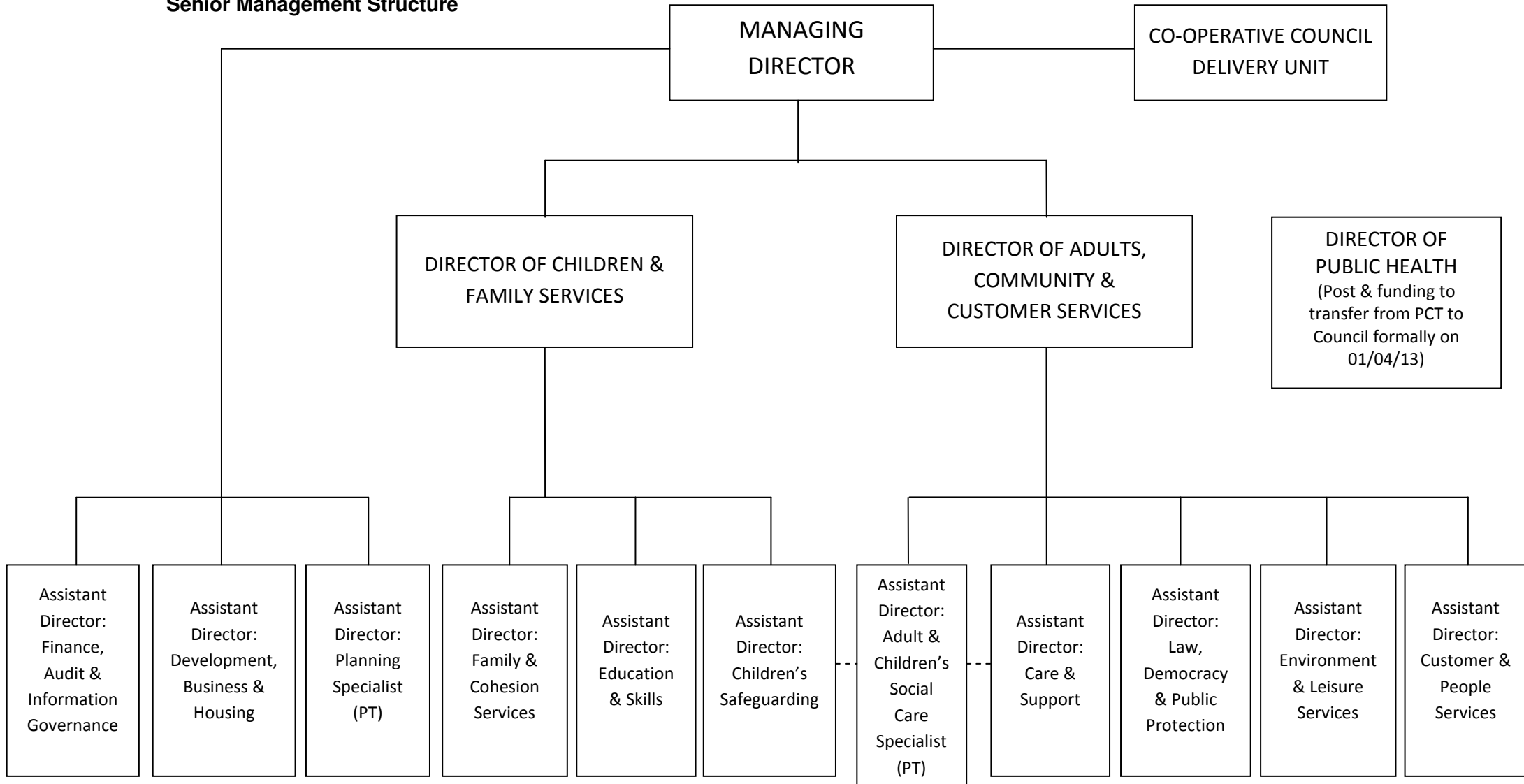
To put in place effective, positive and co-operative working arrangements between members and officers

The review will:

- Ensure that the key elements of co-operative council are supported by proposals.
- Take account of the statutory roles of Head of Paid Service, Chief Finance officer, Monitoring Officer, Director of Children's Services and Director of Adult Services.
- Make savings on the existing senior management costs.
- Oversee the implementation of proposals including consultation, required negotiation and staffing outcomes.
- Advise on the appointment process to new structures.

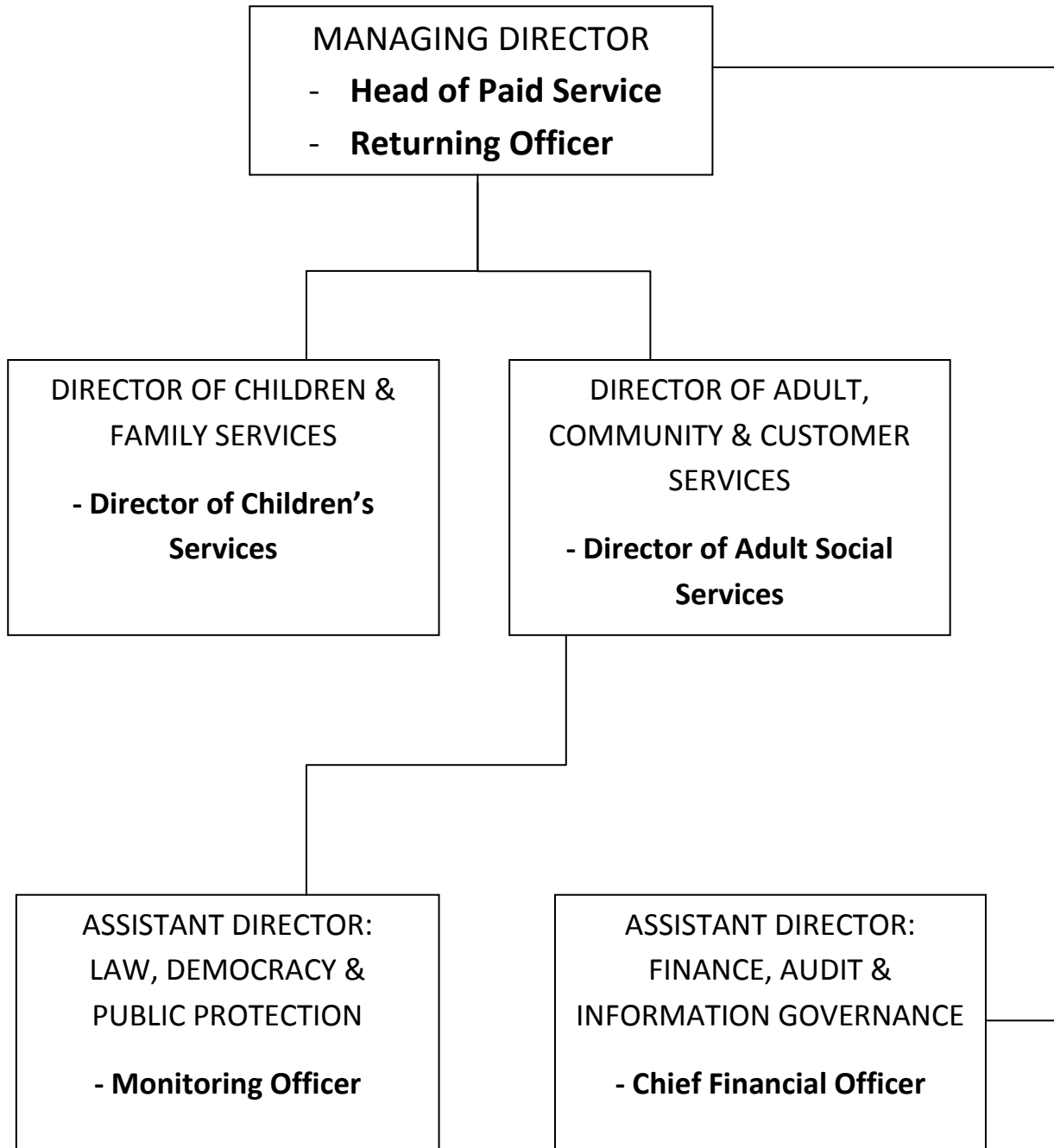
## Appendix 2

### Senior Management Structure



Appendix 3

STATUTORY RESPONSIBILITIES



## Appendix 4

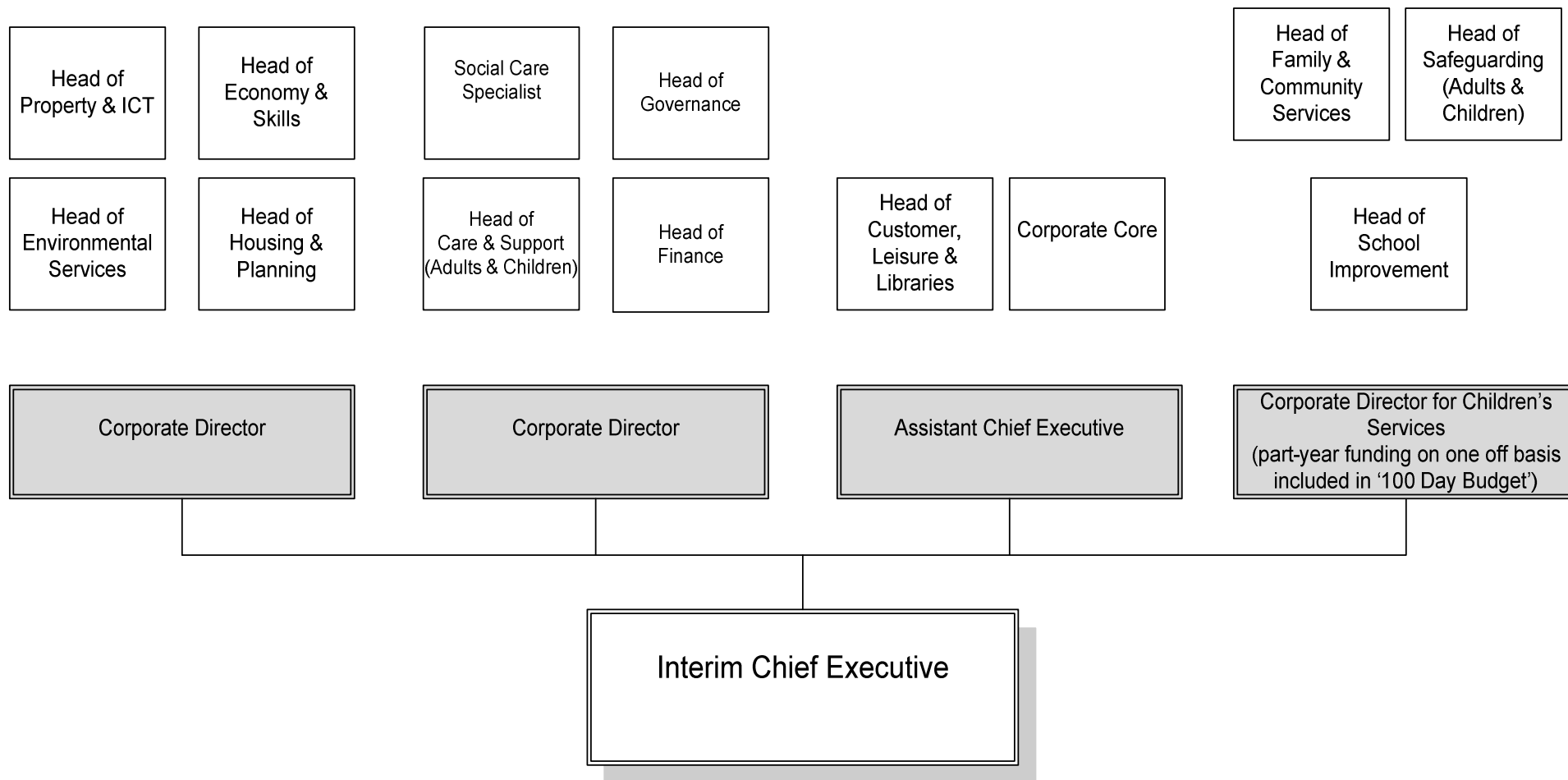
### LIST OF FUNCTIONS – ASSISTANT DIRECTORS

<b>Assistant Director: Law, Democracy &amp; Public Protection (Statutory Monitoring Officer)</b>	
•	Legal Services (SDM nominated as Deputy Monitoring Officer)
•	Health & Safety and Resilience
•	Environmental Health, Trading Standards & Licensing
•	Democratic Services
<b>Assistant Director: Finance, Audit &amp; Information Governance (Statutory Chief Financial Officer &amp; Senior Information Risk Officer)</b>	
•	Finance (3x SDMs, each nominated as Deputy CFO)
•	Audit & Assurance (SDM nominated as Deputy SIRO)
•	Employment Services & Purchase Ledger
<b>Assistant Director: Family &amp; Cohesion Services</b>	
•	Early Intervention
•	Children's Specialist Services
•	Cohesion
•	Family Connect
•	Homelessness/Housing Needs (not a SDU)
•	Integrated Planning, Placements & Commissioning
<b>Assistant Director: Customer &amp; People Services</b>	
•	Customer & Registrar Services
•	Library Services
•	Revenues
•	Benefits
•	ICT
•	Human Resources
•	Organisational Improvement
•	Catering
<b>Assistant Director: Care &amp; Support</b>	
•	Access & Enablement
•	Assessment & Case Management
•	Personalisation Support & Service Provision
•	Adult Safeguarding
•	Adult Social Care Commissioning
<b>Assistant Director: Adult &amp; Children's Social Care Specialist (part-time)</b>	
•	No direct line reports
<b>Assistant Director: Environmental &amp; Leisure Services</b>	
•	Highways & Engineering
•	Environment & Open Space
•	Leisure Facilities & Services
•	Highways & Transport

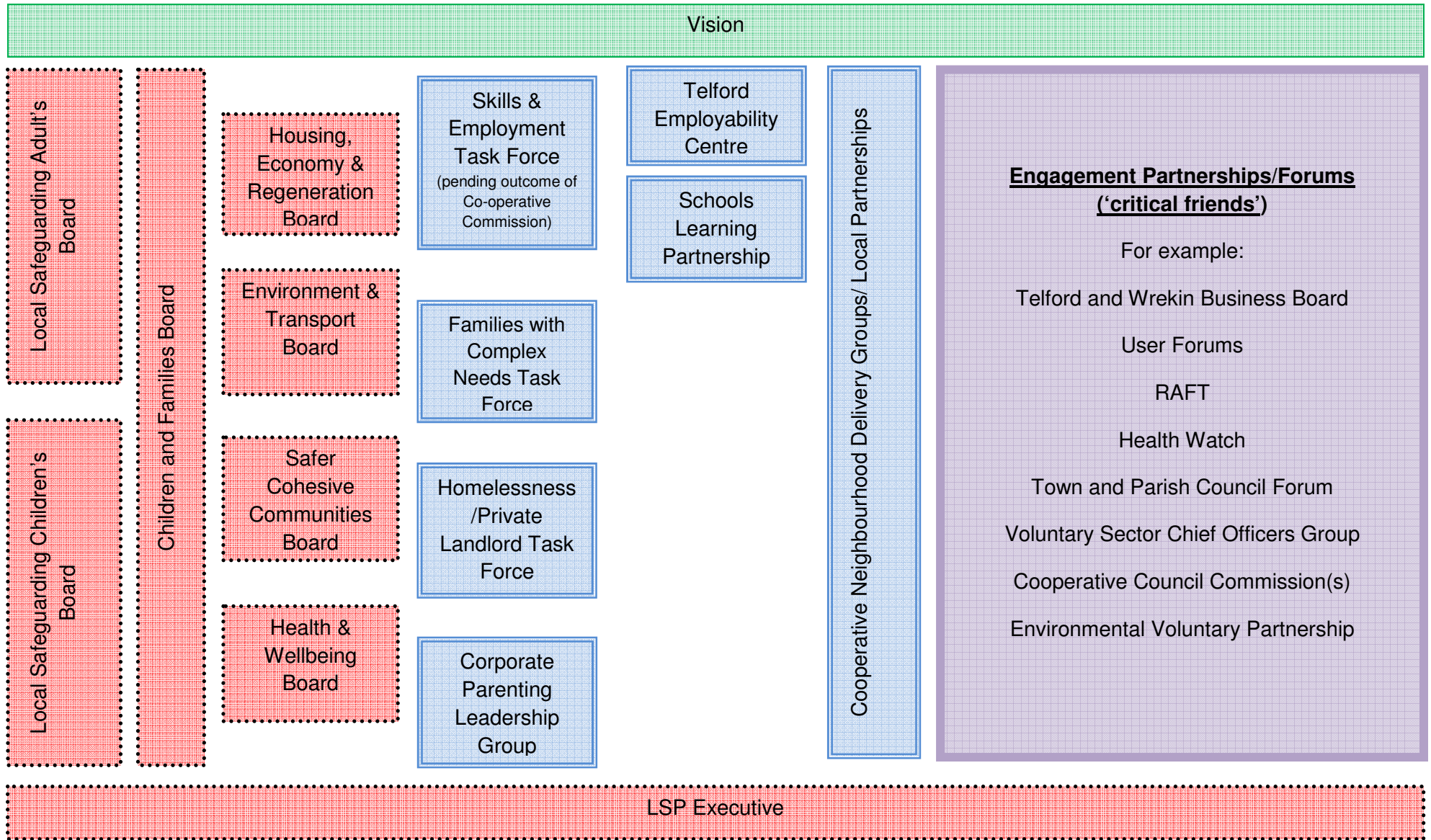
<b>Assistant Director: Education &amp; Skills</b>	
•	Consultancy & Advisory Services
•	Leadership & Management
•	Achievement & Standards
•	Skills Commissioning (from within Economy & Skills, not a SDU)
•	Skills Delivery (Lifelong Learning, Careers, Youth Employment)
•	Arts and Culture
<b>Assistant Director: Children's Safeguarding</b>	
•	Children Protection & Assessment
•	Children in Care & Fostering
•	Safeguarding Advisory
•	Professional Social Work Lead
<b>Assistant Director: Development, Business &amp; Housing</b>	
•	Development Management
•	Economic Development (excluding Skills Commissioning – transferred to Education & Skills service area. Social Regeneration, Voluntary Sector lead and External Funding Team – transferred to Co-operative Council Delivery Unit)
•	Housing & Development Planning (excluding Homelessness/Housing Needs – transferred to Family & Cohesion Services)
•	Estates & Investment
•	Property & Design
•	Facilities Management
•	Town Centre
•	Building Schools for the Future
•	Strategic Procurement
<b>Assistant Director: Planning Specialist (part-time)</b>	
•	No direct line reports
<b>Co-operative Council Delivery Unit (reporting directly to Managing Director)</b>	
•	Policy & Strategy
•	Delivery & Planning
•	Community Engagement & Voluntary Sector (Existing Community Engagement, Equalities & Action Team and incorporates the corporate lead for Voluntary Sector, Social Regeneration and the External Funding Team – transferred from Economic Development Service Delivery Unit)
•	Corporate Communications

## Appendix 5

### Corporate Management Team and Heads of Service



# Appendix 6 - Proposed LSP Partnership Structure



**Key:** Pink – Strategic Function

Blue – Delivery Function

Purple – Engagement/Critical Friends

## **Appendix 7**

### **Appointments**

(This Appendix has been written by the Human Resources Advisory Team Manager)

The structure will be subject to consultation prescribed by legislation. On confirmation, appointment considerations will be influenced by the number of individuals requiring redeployment at each level. Considerations will include:

#### **Managing Director:**

- A) The position can be advertised externally, internally or a combination of both as long as it complies with Council policy.
- B) An external recruitment process is likely to take in excess of 12 weeks between advertisement and appointment plus lead in time.
- C) Appointment will be made by Full Council following a recommendation by Personnel Board.

#### **Directors:**

- A) There are currently three directors (one interim) for two positions. This could increase by one redeployee dependent upon the outcome of selection for the Managing Director post.
- B) The appointment is made by Personnel Board.

#### **Assistant Directors:**

- A) The proposals reduce the numbers at this level by an aggregate of two. It is possible that one of these will be achieved through hours reduction. One post will therefore be made redundant.
- B) Where possible individuals will be slotted into posts depending on current responsibilities. However there may need to be a competitive process depending on the skills mix and posts to be filled.