
Meeting of the Cabinet – 31st October, 2019

Report of the Chief Executive

Review of Senior Management Structure

Purpose

1. To consider proposals for the Council's senior management restructure.

Recommendations

2. The Cabinet approve:
 - That the post of Strategic Director People be deleted from the establishment.
 - That the post of Chief Officer Transformation and Performance be deleted from the establishment.
 - That an interim Assistant Director for Special Education Needs be established in the structure.
 - That all Chief Officer posts be re-designated as Directors.
 - That the Strategic Director Place/Deputy Chief Executive be re-designated as the Deputy Chief Executive
 - That the Chief Executive be authorised to take any necessary and consequential actions to finalise the structure and reporting lines.

Background

3. The Council implemented a Senior Management Structure in 2015. This was then amended in 31st May 2016 following the departure of the Strategic Director Resources and Transformation.
4. Following the departures of the Chief Officer for Transformation and Performance, Chief Officer for Children's Services and the Strategic Director People it was recognised that a senior management restructure was required.
5. The new structure proposes changes across all Directorates, moving away from a directorate led (Chief Executives, People and Place) organisation to one that



continues to operate and respond in a dynamic, cross cutting and agile style, regardless of the directorate.

6. Chief Officer post titles to be changed to Directors, as such the following amendments will be made:
 - Chief Officer Adult Social Care – Director of Adult Social Care
 - Interim Chief Officer Children’s Services – Interim Director of Children’s Services
 - Chief Officer Health and Wellbeing – Director of Public Health and Wellbeing
 - Chief Officer Finance and Legal Services – Director of Finance and Legal
 - Chief Officer Commercial and Procurement – Director of Commercial and Customer Services
 - Chief Officer Regeneration and Enterprise – Director of Regeneration and Enterprise
 - Chief Officer Housing – Director of Housing
 - Chief Officer Environmental Services – Director of Public Realm
7. As part of the proposed changes the Chief Executive will have direct responsibility for Human Resources (HR) and Organisational Development and build capacity at the centre for Corporate Performance, Policy/Strategy Development, Project Management and Executive Support. All senior statutory officers will also have direct reporting lines to the Chief Executive.
8. The Deputy Chief Executive will no longer have the combined Strategic Director Place/Deputy Chief Executive post title. However the post will retain responsibility for those former Place based divisions. In addition the post holder will take on responsibility for the Commercial and Customer Services Division.
9. The Director of Commercial and Customer Services will have additional corporate responsibilities including ICT and Customer Services (plus Registrars).
10. The Director of Finance and Legal will have additional responsibility for Data Protection and Information Governance.
11. The substantive post of Chief Officer Children’s Services has been vacant since the departure of the previous post-holder. Interim arrangements have been put in place to ensure the Council’s duties and responsibilities are properly discharged. An interim Director of Children’s Services joined the authority on 2nd October, 2019 to take on these statutory children’s services responsibilities. In addition an interim position of Assistant Director has been established to transform our special educational needs provision.
12. The Chief Officer role for Adult Social Care has been assigned the statutory responsibility for adult services.



13. Changes have been made to membership of the Strategic Executive Board (SEB), formerly known as Corporate Board to empower officers to lead and deliver their strategic priorities. Membership of the Board, held on a weekly basis, is now as follows:

- Chief Executive
- Deputy Chief Executive*
- Director of Finance and Legal and Section 151 Officer*
- Lead for Law and Governance and Monitoring Officer
- Director of Adult Social Care*
- Interim Director of Children's Services*
- Director of Public Health and Wellbeing*
- Director of Commercial and Customer Services*
- Head of HR and Organisational Development
- Head of Communications and Public Affairs
- Corporate Operations Manager

*subject to post re-designation within this report

14. **Communications Timeline:**

Date	Communications Channel
8 th October 2019	Strategic Executive Board
9 th October 2019	Cabinet Summit
22 nd October 2019	Wider Executive Board
24 th October 2019	Leadership Forum
31 st October 2019	Cabinet
4 th November 2019	Staff Express Briefings

The communications channels will be supplemented by information shared on Connect and via team meetings in affected divisions.

Finance

15. The Medium Term Financial Strategy report on this agenda reflects the proposed deletion of the post of Chief Officer Transformation and Performance. That report also reflects additional capacity for Corporate Performance, Policy/Strategy Development, Project Management and Executive Support from 2021/22. Any other budget adjustments to reflect the restructure will be incorporated into the final budget report next March.

Law

16. Section 111 of the Local Government Act 1972 enables the council to do anything that is calculated to facilitate or is conducive or incidental to the discharge of its



functions. Pursuant to the Localism Act 2011 the Council has the general power of competence to do anything individuals may do.

17. Under powers delegated by the Council, the Monitoring Officer is authorised to make any necessary and consequential amendments to the Constitution arising from any ongoing Council restructuring activity.

Equality Impact

18. The proposals in this report will be implemented with due regard to the Council's policies on equality and diversity and any other relevant employment policies and procedures.

Organisational Development/Transformation

19. The structural changes contained within this report will be implemented, subject to approval, with effect from 8th November 2019.

Commercial/Procurement

20. The Council Plan includes commitments to maximising value from procurement, delivering social value and developing a commercial focus. There are no direct Commercial and Procurement implications arising from this report other than additional corporate services will now form part of the Commercial and Customer Services Division.

Health, Wellbeing and Safety

21. The Council's organisational structure reflects the commitment to building stronger, safer and more resilient communities in line with the Dudley Vision and to protect our residents' physical, and emotional health for the future.



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Chief Executive

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Appendices

Appendix 1 – Proposed Management Restructure

