

Report title	Senior Management Review - October 2019	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Ian Brookfield Leader of the Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable director	Tim Johnson, Chief Executive	
Originating service	Chief Executive	
Accountable employee	Tim Johnson	Chief Executive
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Report to be/has been considered by		

Recommendations for decision:

The Cabinet is recommended to recommend that Council:

1. Approve that the Head of Strategy post be redesignated and regraded to Director of Strategy.
2. Approve that the current Head of Strategy be assimilated into the role of Director of Strategy.

Recommendations for noting:

The Cabinet are recommended to note that:

1. The Managing Director was redesignated Chief Executive with effect from 1 September 2019.
2. The Deputy Managing Director was redesignated Deputy Chief Executive with effect from 1 September 2019.

3. A review is to be undertaken regarding the future strategy and positioning of services under the management of the current Director of Education, when the postholder leaves on 30 October 2019.
4. On a temporary basis, the Director of Children's Services has assumed responsibility for the following areas:
 - a. Traded Services for Schools
 - b. School Improvement
 - c. School Organisation
 - d. Special Educational Needs & Disability Commissioning
5. On a temporary basis the Director of Public Health has assumed responsibility for the Public Health Strategy for Learners, Education Partnerships & Commercial Services and the Voluntary Sector relationships.
6. On a temporary basis the Director of Regeneration has assumed responsibility for the following areas:
 - a. Adult Education
 - b. City Skills & Employability
 - c. Wolves at Work
 - d. Apprenticeships
 - e. Black Country Impact
7. The Director of Adults Services has assumed responsibility for the Director Ward Champion role (Penn, Merry Hill, Tettenhall Regis and Tettenhall Wightwick areas).

1.0 Purpose

- 1.1. The report seeks approval from Cabinet to recommend to Full Council that the Head of Strategy post be redesignated and regraded Director of Strategy, as a consequence of assuming responsibility for a number of additional services including ICT & Digital Transformation, in addition to the current responsibilities of the Head of Strategy role.
- 1.2. The report recommends that Cabinet note the temporary arrangements to be made regarding the line management of services within the Education and Skills Portfolio, following the resignation of the current Director of Education.

2.0 Background and Proposals

- 2.1 The Head of Strategy post has evolved to include the responsibility for ICT and Digital Transformation from the Deputy Chief Executive. This role has been continuing to evolve since its creation in April 2019 and with the additional skills, knowledge and significant responsibilities associated with the role, a re-evaluation of the role has concluded it to be redesignated and regraded to Director level.
- 2.2 Additionally, the move will also give the Deputy Chief Executive more time and space to provide additional support to the crucial, strategic, city-wide and regional work undertaken by the Chief Executive.
- 2.3 The Pay Policy sets out, that the establishment of a new Director role requires Full Council approval. The recommendation of Cabinet is to progress this request to Full Council.
- 2.4 As there is a current post holder in the Head of Strategy role and as this post, if the redistribution of duties amongst SEB members takes place, has been evaluated to Director level. The recommendation of Cabinet to Full Council is that the current post holder will need to be assimilated into this role.
- 2.5 The resignation of the Director of Education provided an opportunity to review the Council's senior management structure to ensure efficiency and effectiveness. In April, the Council recommended senior management budget reductions amounting to £300,000. This review is likely to deliver further reductions in a challenging financial environment. It will also better align resources to our key Council Plan outcome of ensuring that children and young people get the best possible start in life.
- 2.6 With very few exceptions, education is part of the Director of Children's Services (DCS) role in comparable councils of our scale. In the West Midlands, all except Coventry and Birmingham (due to size) have Children's social care and education under the responsibility of the statutory DCS.
- 2.7 Education and schools remain a key priority of delivering the Council's and City's vision. Schools are a key partner and the Council will ensure that changes to management arrangements will not undermine this in anyway. Whole system work has taken place

over the last two years to integrate the current structures and priorities of Children and Young People and Education to minimise any potential risk related to the change. This has been developed through both Directors working closely together, joint leadership meetings, shadowing of services and shared priorities, strategies and action plans. Briefings to schools have taken place jointly by the DCS and Director of Education to ensure this has been visible to schools, alongside work to establish good relationships with schools on behalf of both service areas and to deliver the Council priority that children and young people get the best possible start in life.

- 2.8 The Director of Education role has contributed to a focussed and targeted approach to supporting and challenging schools, which in turn has improved the attainment levels across the City, whilst also improving relationships with schools and other education partners. As practice and processes have been developed to embed these improvements through education services, the role of the Director of Education has been less focussed on schools and has expanded to include Skills, Organisational Development and other corporate priorities.
- 2.9 Due to the resignation of the current Director of Education, an opportunity has arisen for the Chief Executive and the rest of the Strategic Executive Board (SEB) to review some of the services and where they are positioned in a future structure. Given the limited notice period of the current Director of Education, it has not been possible to undertake the 'deep dive' review that it is felt is required, before a final decision is made as to whether there is a clear ongoing need for a Director of Education role or whether other management arrangements should be implemented.
- 2.10 Therefore, prior to any permanent decisions, services have 'lifted and shifted' to appropriate Directors, for line management responsibilities, while further reviews and consultation takes place. This will enable time and space to consider proposals for a permanent structure that is absolutely informed by an holistic review of services, priorities and outcomes and what structure is required to delivery these.
- a. The Director of Children's Services has assumed temporary responsibility for the below areas:
- Traded Services for Schools
 - School Improvement
 - School Organisation
 - Special Educational Needs & Disability Commissioning
- b. The Director of Public Health has assumed responsibility for the Public Health Strategy for Learners, Education Partnerships & Commercial Services and the Voluntary Sector relationships.

c. The Director of Regeneration has assumed responsibility for the below areas:

- Adult Education
- City Skills & Employability
- Wolves at Work
- Apprenticeships
- Black Country Impact

- 2.11 The Chief Executive, as Head of Paid Service, will be accountable to the Leader to provide assurance that the changes proposed represent the best organisational solution.
- 2.12 Directors already lead on cross-cutting priorities to deliver the Council Plan. This will be an expansion of this approach and will continue to be overseen and challenged by SEB with the aim being that this will ensure a more resilient structure in the future.
- 2.13 Any changes that occur will not have any material impact on residents in the City, as the changes that have underpinned the improvement in Educational performance are well embedded.
- 2.14 During the review process relevant stakeholders including employees, Cabinet Members, schools, and other stakeholders will be able to contribute their views. The reviews are being overseen by a specific group, chaired by Deputy Chief Executive which will report back to the wider SEB and Chief Executive. As part of the review, other structures of Councils similar in size and challenges will be considered although it is acknowledged that the priority needs to be what works for Wolverhampton and our existing structures and priorities.
- 2.15 SEB meets daily and Directors sit alongside each other, as do Heads of Service and many of the priorities under the services are governed by other meetings/boards that enables other relevant Directors or Heads of Service to contribute and challenge. Cabinet Members will continue to be regularly briefed to ensure they are driving priorities and will be able to highlight any potential conflict at the earliest point, if not already addressed by Directors.

3.0 Evaluation of alternative options

- 3.1 The amendments to Directors' responsibilities are on a temporary basis whilst a complete evaluation of the alternative options is undertaken. The development of the temporary proposal included consultation with senior management to explore potential options.

4.0 Reasons for decision

- 4.1 The recommendations in this report are designed to strengthen the Council's Senior Management Structure.

5.0 Financial implications

- 5.1 An update on the Draft Budget for 2020-2021 and Medium Term Financial Strategy is also presented to Cabinet at this meeting. In light of the continued significant budget challenge over the medium term, there is a need to continually look for opportunities to reduce the costs of the senior management structure.
- 5.2 As detailed in this report, a review of the services within the Education and Skills Directorate will be undertaken following the resignation of the current Director of Education. Until such time as the review is completed it is not possible to forecast potential savings.
[CN/07102019/K]

6.0 Legal implications

- 6.1 These proposals satisfy appropriate legislative requirements and comply with the Council's Constitution.
[TC/07102019/Z]

7.0 Corporate Landlord Implications

- 7.1 There are no Corporate Landlord implications arising from this report.

8.0 Equalities implications

- 8.1 The current equality profiles are not fundamentally changed during this review as these temporary arrangements are redistributing work amongst current SEB members.

9.0 Climate change and environmental implications

- 9.1 There are no direct climate change and environmental implications arising from this report, the post holder will have due regard to climate change and environmental implications whilst carrying out the role.

10.0 Health and Wellbeing implications

- 10.1 There are no direct health and wellbeing implications arising from this report. Health and wellbeing remains a key priority for the Council.

11.0 Human resources implications

- 11.1 The human resources implications will be dealt with in line the Council's policies.
- 11.2 Any further restructuring, if required, will be undertaken in accordance with the City of Wolverhampton Council's Restructure Policy and Procedures, including consultation with the trade unions.