

# ***Report of the Human Resources Committee***



## **The HUMAN RESOURCES COMMITTEE reports and recommends as follows:-**

### **1. City Plan – Reshaping the Council**

That they had given consideration to a report of the Chief Executive on recommended changes to the Council's directorate and senior management structure to support the delivery of the City Plan.

In considering the report, the Human Resources Committee gave approval to:-

- (i) a new Chief Officer Group and management structure, as set out in the attached extract from the report headed "Section 4 - Proposals – Reshaping the Organisation's Structure" and the associated structure charts, which are set out in Appendix 1, to take effect from 1<sup>st</sup> April 2019,
- (ii) implementation arrangements, as set out in the report to the Human Resources Committee, including
  - (a) the delegation to the Chief Executive or his nominee, of authority to make appointments to Assistant Director posts, and
  - (b) the noting and endorsement of the authority of the Chief Executive and chief officers to dismiss and deploy staff within the approved establishment structure, as a consequence of the restructuring exercise.

The Human Resources Committee was also advised of the necessity to reallocate delegated functions as a consequence of approval of the restructure, as set out in the attached extract from the report headed "Section 5 - Reallocation of Delegated Functions" which is set out in Appendix 2.

The Human Resources Committee agreed to recommend Council to:

- (1) confirm the designations of statutory officers and statutory roles to which the Council must make appointments, as set out in Appendix 1, including:
  - the designation of the holder of the newly created post of Assistant Director of Infrastructure, Planning and Transportation as the statutory Traffic Manager;
  - the authorisation of the Chief Executive, to designate the post which will be the Council's statutory Scrutiny Officer following the determination of the staffing structure in respect of the Scrutiny function, within Law and Governance Services; and
  - the appointment of the Director of People, Communications and Partnerships as statutory Scrutiny Officer on a temporary basis with effect from 1<sup>st</sup> April 2019, until the Chief Executive makes the designation referred to above and

(2) authorise the Assistant Director of Law and Governance to amend the Constitution to reflect the new management structure and resulting transfer of delegated functions and to include provision in the delegated functions to the Assistant Director of Law and Governance and Article 16 of the Constitution to permit the Assistant Director to make amendments to the Constitution that fall within the following categories of changes, namely those:-

- (i) to give effect to decisions by the Council, the Cabinet, committees or sub-committees or officers in accordance with their statutory functions or delegated powers, which need to be reflected in the Constitution, such amendments to include the reallocation of delegated functions to officers, following management restructures or duly authorised changes in the managerial or professional areas of responsibility of officers;
- (ii) to give effect to changes in the law which apply directly to the Council and which need to be reflected in the Constitution; and
- (iii) to make typographical and stylistic corrections or improvements.

**Extract from report to Human Resources Committee 21 February 2019**

**City Plan – Reshaping the Council**

**Section 4 - Proposals – Reshaping the Organisation's Structure**

4.1 This report proposes changes to the directorate and senior management structure of the Council with effect from 1 April 2019. The proposals apply a number of design principles, to:

- focus on the key priorities for the city that impact on all residents
- focus on achieving the key Council priorities of the City Centre and wider Sunderland regeneration and the building of resilient communities,
- release cost savings and redirect resource to focus on the improvement of resident-focused service delivery,
- maximise the value of spend by the Council on making a difference to residents in Sunderland

4.2 The proposals streamline and produce a leaner management structure, with resource and budget provision focused on the Council's purpose and key objectives; with an emphasis on strong leadership and management in line with the Council's proposed values:

- We Innovate,
- We Enable and
- We are Respectful.

4.3 The proposed structure for the Chief Officer Group is set out in Appendix 1.

4.4 It is proposed that the existing Chief Officer Group is realigned as follows:

- Executive Director of City Development  
(formerly the Executive Director of Economy and Place)
- Executive Director of Corporate Services (The post title remains the same as the existing post and the holder of this post will remain the officer designated under section 151 Local Government Act 1972)
- Executive Director of Public Health and Joint Commissioning  
(a new post to be created)
- Executive Director of Neighbourhoods  
(This post was formerly the Executive Director of People Services. The holder of the post will continue to be the statutory Director of Adult Social Services.)

- Chief Executive for Together for Children  
(The post remains unchanged although some services to schools will be realigned under TfC. The postholder will continue to be the statutory Director of Children's Services)
- Director of People, Communications and Partnerships  
(formerly the Director of Strategy, Partnerships and Transformation)

Within the Council, Chief Officers will lead a new Directorate structure. The senior staffing structure of Together for Children is not in scope of this report.

- 4.5 It is proposed that the post of Chief Operating Officer (Place) and existing posts of Head of Service shown in Appendix 3 [of the report to the Human Resources Committee] are deleted and new posts of Assistant Director introduced.

### **City Development Directorate**

- 4.6 The proposed City Development Directorate will drive forward future economic prosperity of the city as a whole with a key focus on strategic development, regeneration and the economic revival of the city centre, bringing together activity around inward investment and growing businesses, strategic international engagement and partnerships, key strategic regeneration projects including the IAMP, the Port, infrastructure, transportation and planning.
- 4.7 It is proposed that the following posts be created:
- Assistant Director of Economic Regeneration, at pay level 5 in the Council's strategic leadership grades (£80,514 - £91,063)
  - Assistant Director of Infrastructure, Planning and Transportation, at pay level 5 in the Council's strategic leadership grades.

The existing posts of Port Director and Project Directors for the IAMP and Commercial Development remain unchanged.

### **Corporate Services Directorate**

- 4.8 Corporate Services will focus on the efficient running of the corporate and support services, both to internal and external customers. The proposals combine many of the current functions of the directorate, with newly aligned functions to provide a co-ordinated, corporate approach to service delivery.
- 4.9 New functions include corporate landlord responsibilities, emergency planning, scrutiny and members support services, transformation support, coroners, registrars and business support. HR and OD Services will transfer to form a new People Management function within the People, Communications and Partnerships Directorate.

4.10 It is proposed that the following posts be created:

- Assistant Director of Finance, at pay level 5 in the Council's strategic leadership grades.
- Assistant Director of Law and Governance at pay level 5 in the Council's strategic leadership grades. (The holder of this post will continue to be the Council's monitoring officer).
- Assistant Director of Business and Property Services, at pay level 5 in the Council's strategic leadership grades.
- Assistant Director of Digital and Customer Services, at pay level 5, in the Council's strategic leadership grades.

The post of Head of Contractual Relationships, pay level 6 in the Council's strategic leadership grades will be re-designated Specialist Lead – Commercial Law. The post of Head of Elections, pay level 7, in the Council's strategic leadership grades, will be re-designated Senior Manager Electoral Services. Both posts will report to the Assistant Director of Law and Governance.

With the transfer of the scrutiny function to the Law and Governance Service, it will be appropriate for an officer within that area to be designated as the Council's statutory Scrutiny Officer.

### **People, Communications and Partnerships Directorate**

4.11 The proposed People, Communications and Partnerships Directorate will take a lead role on cultural change and a focus on supporting and developing the employees within the city council. The renamed directorate will continue to focus on strategy and policy (including support to the NECA) as well as continuing with corporate communications and marketing and with city partnerships.

In summary it will include the following functions and activity:

- People management (formally Human Resources and Organisational Development),
- Economic policy
- Corporate communications and marketing
- Policy unit
- City partnerships (including children's safeguarding support)
- Data protection office

The post of statutory Data Protection officer remains unchanged.

It is proposed that the following posts be created:

- Assistant Director of People Management, at pay level 5, in the Council's strategic leadership grades.
- Assistant Director of Economic Policy, at pay level 5, in the Council's strategic leadership grades.

## **Neighbourhoods Directorate**

4.12 The proposed Neighbourhoods Directorate will include the following functions and activity:

- Adults social care, social work, assessment and review, adult safeguarding, financial assessment and safeguarding, court of protection, deprivation of liberty safeguards, provider services, market shaping and health and safeguarding board
- Neighbourhood management including community safety, cohesion and ASB
- Community resilience including VCS, welfare reform, adult learning & skills, domestic violence and area governance
- Environmental Services – Refuse collection and recycling; waste management; cleansing, parks and grounds maintenance; environmental enforcement, arboricultural services
- Environmental health, trading standards and licensing, Housing Strategy houses in multiple occupation (HMO's), accredited landlords, Housing First, Statutory Homelessness
- Culture, arts, libraries and events, Active Sunderland and Derwent Hill

The Council retained a number of education functions in the transfer to the commissioned model for children's services which have sat with the Executive Director of People Services in the current leadership structure. A review of the governance between the Council and TfC is currently underway in anticipation of the setting of the 2019/20 contract which will address the future management of those retained services.

It is proposed that the following posts be created:

- Assistant Director of Adult Services, at pay level 4, in the Council's strategic leadership grades (£91,063 - £103,295). It is proposed that this post will also carry out the role of Chief Operating Officer at Sunderland Care and Support (SCAS) on a secondment basis, following the proposed secondment of the substantive postholder to the CCG, to carry out the role of Managing Director for the Sunderland All Together Better Alliance (ATBA). The additional responsibilities for SCAS are reflected in the grading of the post at pay level 4. Without the additional responsibility relating to SCAS the grade of the post of Assistant Director of Adult Services would remain at pay level 5.
- Assistant Director of Community Resilience, at pay level 5, in the Council's strategic leadership grades. It is proposed that this post is created for a fixed term of two years to provide additional capacity at a senior leader level for a temporary period. The functions and activities associated with this role will then be reviewed and will be the subject of a separate proposal at that time.
- Assistant Director of Environmental Services, at pay level 5, in the Council's strategic leadership grades.
- Assistant Director of Housing Service, at pay level 5, in the Council's strategic leadership grades.
- Assistant Director of Culture and Events, at pay level 5, in the Council's strategic leadership grades.



### **Public Health and Joint Commissioning Directorate**

- 4.13 A significant challenge for Sunderland remains around the health of our population. Health outcomes are still poor and health behaviours have not yet changed sufficiently. In order to achieve our ambition of being a healthy city it is imperative that we harness resource to support this. To this end it is proposed that a new directorate focused on public health and commissioning is created.

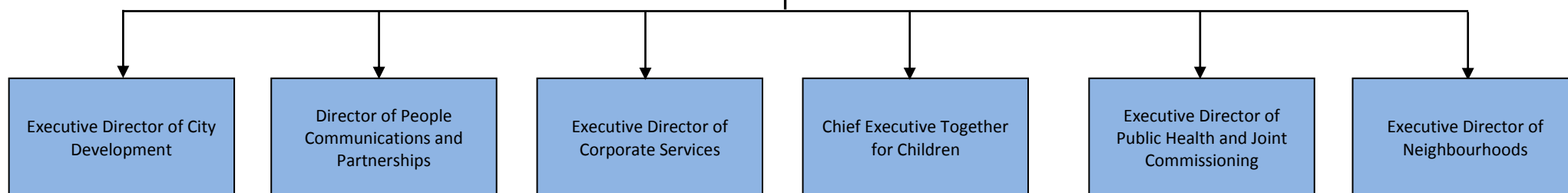
It is proposed that the following posts be created:

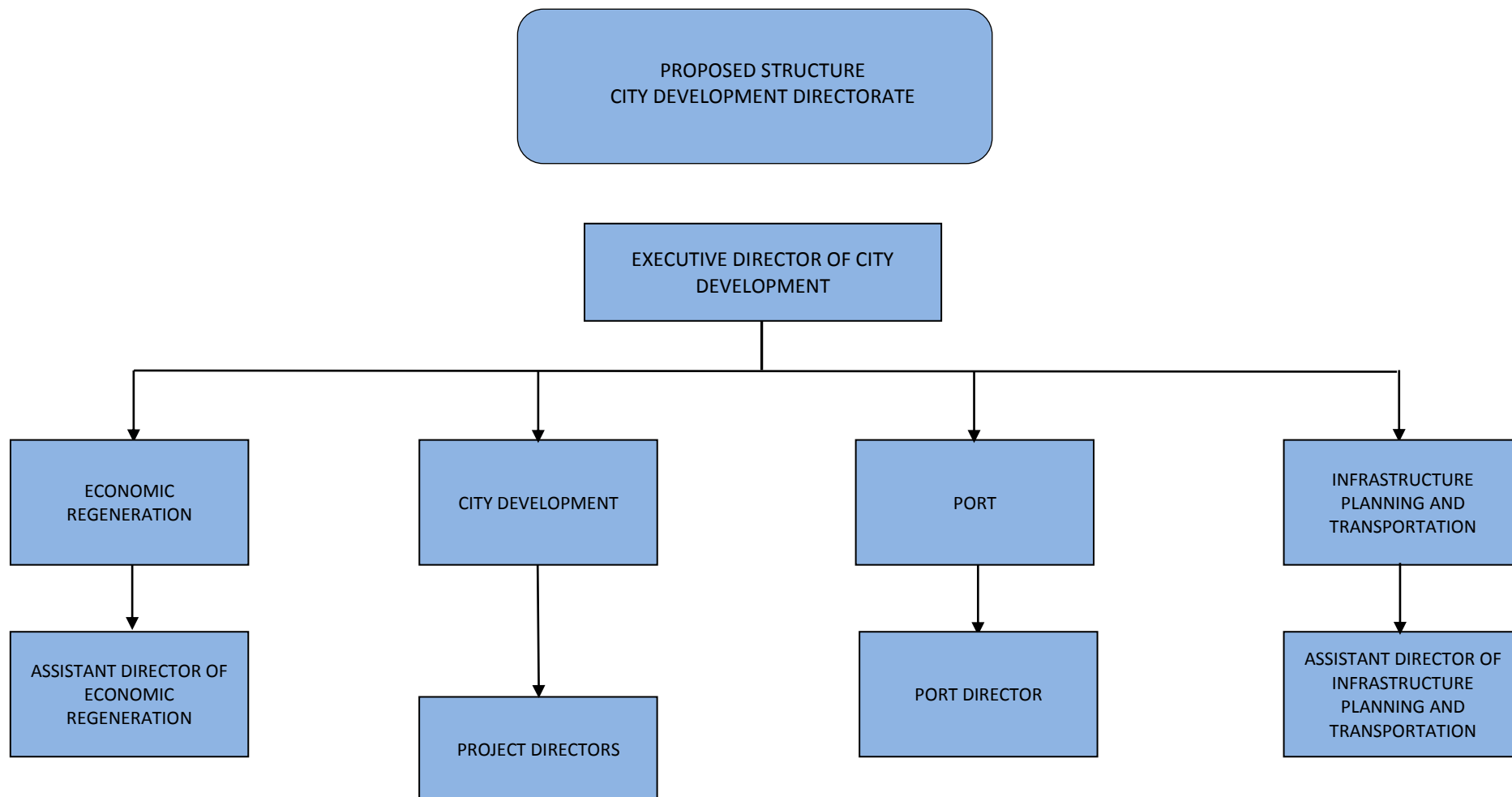
- Executive Director of Public Health and Joint Commissioning, at pay level 3 (£103,295 - £122,590), in the Council's strategic leadership grades.
- Assistant Director of Commissioning, at pay level 5, in the Council's strategic leadership grades.

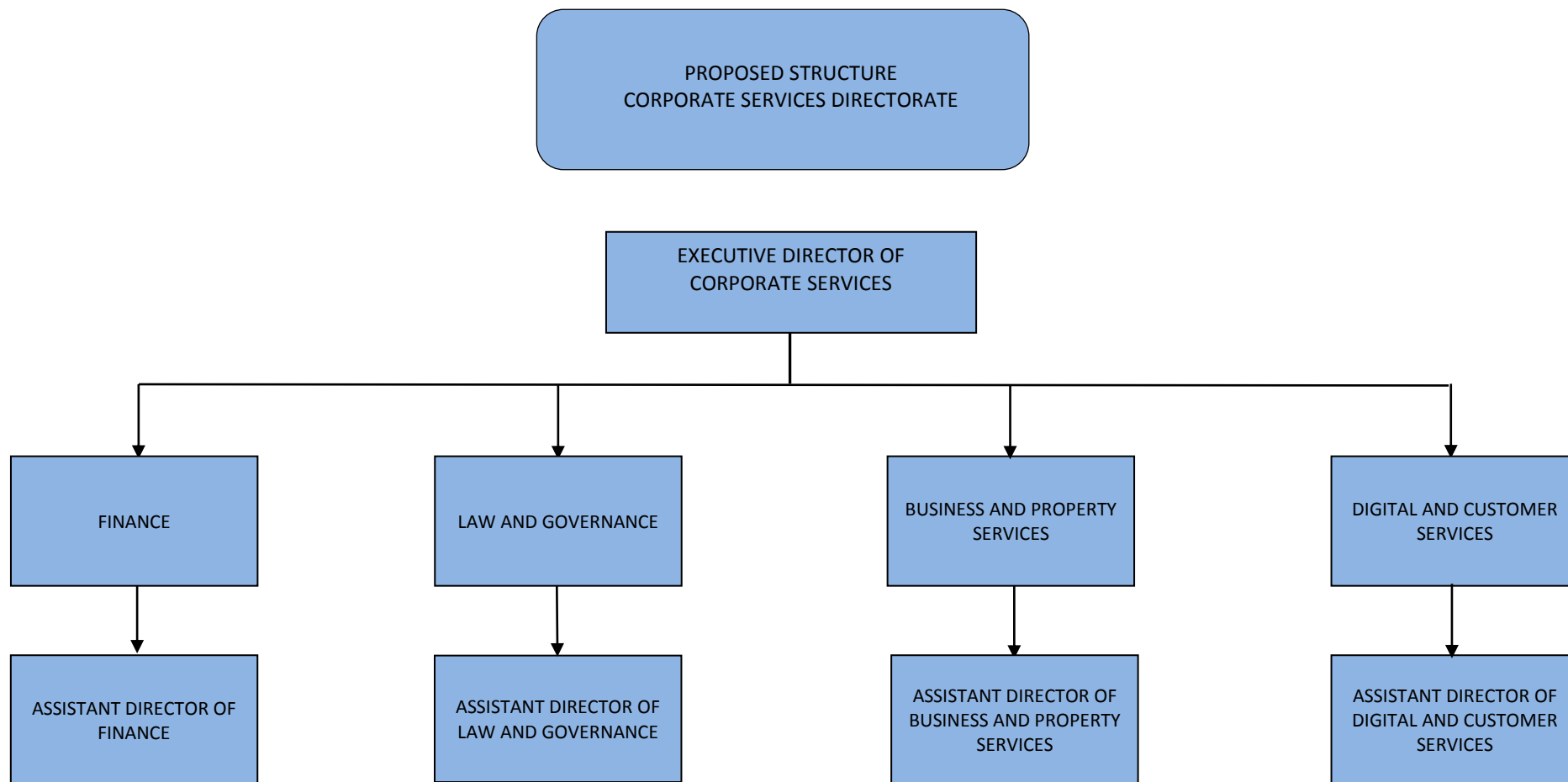
The existing post of Director of Public Health remains unchanged and the holder of this post will continue to be the designated officer for the purposes of section 73A(1) of the National Health Service Act 2006 .

PROPOSED CHIEF OFFICER GROUP  
STRUCTURE

CHIEF EXECUTIVE

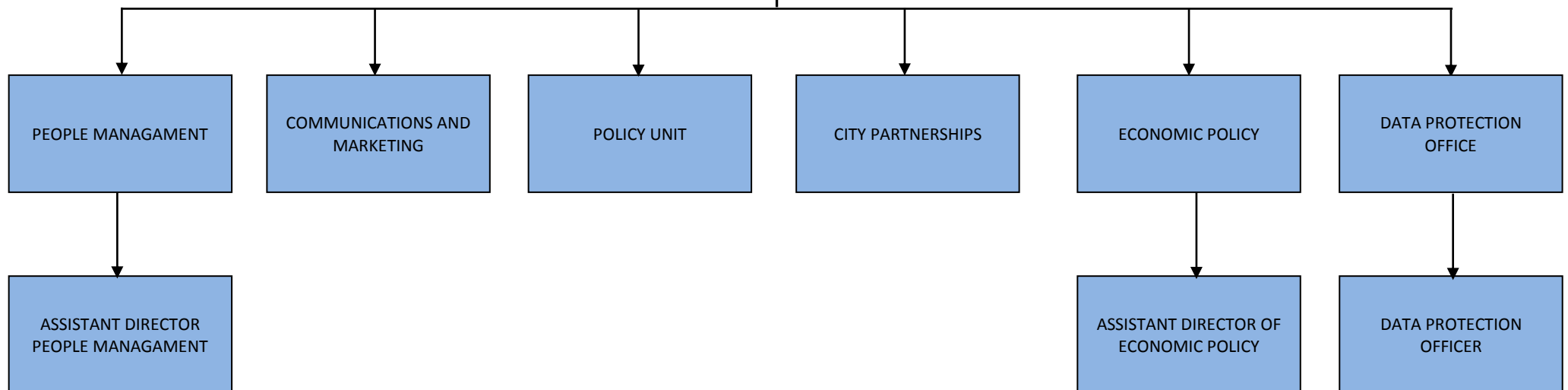


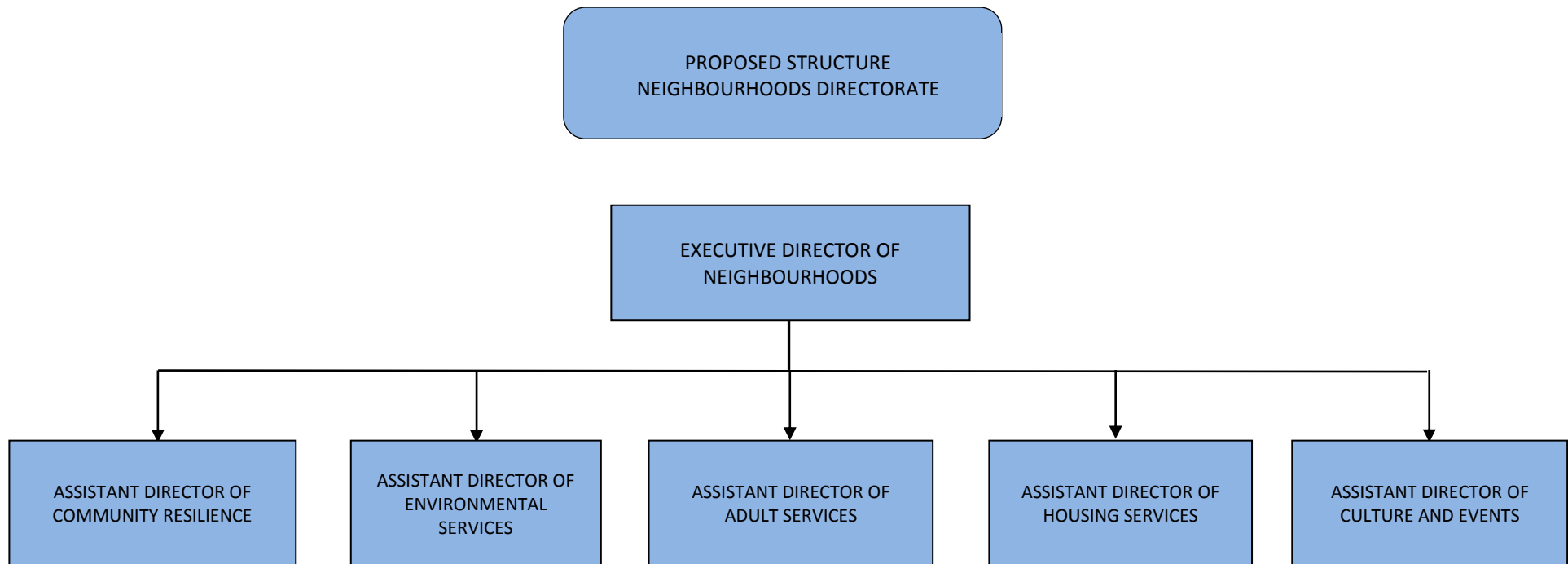


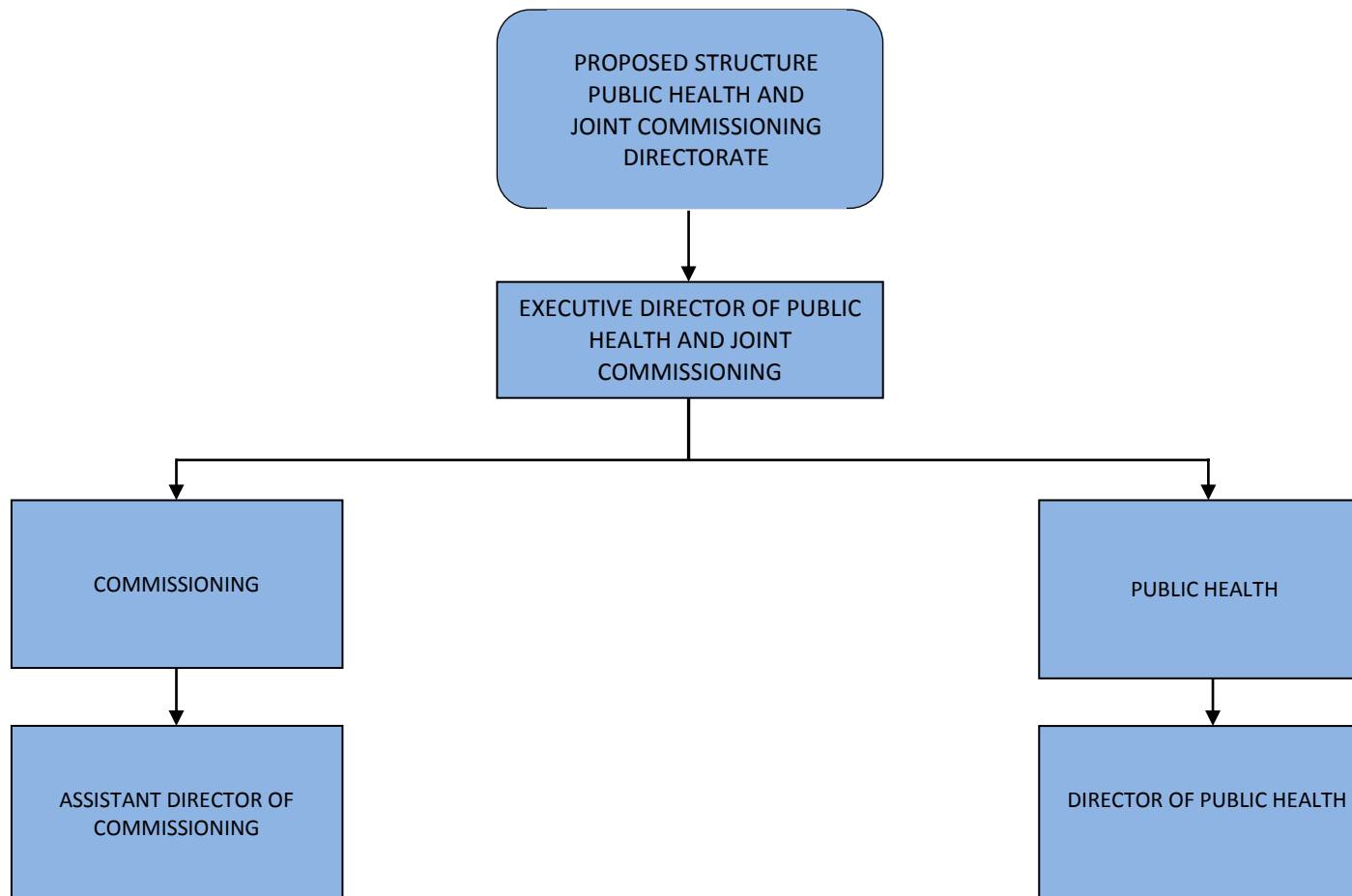


PROPOSED STRUCTURE  
PEOPLE, COMMUNICATIONS AND  
PARTNERSHIPS DIRECTORATE

DIRECTOR OF PEOPLE COMMUNICATIONS  
AND PARTNERSHIPS







**Extract from report to Human Resources Committee 21 February 2019**

**City Plan – Reshaping the Council**

**Section 5 - Reallocation of Delegated Functions**

- 5.1 If the structure proposals are approved, amendments will be required to the Officer Delegation Scheme to ensure that functions are aligned with the relevant officer who has responsibility for undertaking those functions. Where delegated functions relate to executive matters, the Leader has indicated that subject to the revised structure being approved, executive functions may be reallocated accordingly. With regard to non-executive functions, it is for the Council to approve the relevant amendments.
- 5.2 It is proposed that Council be recommended to authorise the Assistant Director of Law and Governance to make the necessary amendments to the Constitution to reflect the new structure and the reallocation of delegated functions. Further, in order to simplify the process in future for amending the Constitution in circumstances such as this, where the amendments are required to reflect duly authorised decisions, it is proposed that the Assistant Director of Law and Governance be authorised to make such changes, without referring the matter to full Council. It is also proposed that authority be given for the making of any amendments required to reflect changes in the law which fall within the professional or managerial area of officers exercising delegated functions, or to make typographical or stylistic corrections or improvements. This can be effected by amending Article 16 “Review and Revision of the Constitution” and the Delegations to the Assistant Director of Law and Governance to enable the following categories of changes, to be made, namely those:
- (i) to give effect to decisions by the Council, the Cabinet, committees or sub-committees or officers in accordance with their statutory functions or delegated powers, which need to be reflected in the Constitution, such amendments to include the reallocation of delegated functions to officers, following management restructures or duly authorised changes in the managerial or professional areas of responsibility of officers;
  - (ii) to give effect to changes in the law which apply directly to the Council and which need to be reflected in the Constitution; and
  - (iii) to make typographical and stylistic corrections or improvements.