



Senior Management Structure

Special County Council
Tuesday 19th February, 2008



Background

- ❑ Special County Council, 5th December 2007- endorsed the Chief Executive's proposals for structural change for detailed development and collective and individual consultation
- ❑ Detailed development of Job Design for the new posts of directors is nearing completion
- ❑ Hay Consultancy/Guidance
- ❑ WLGA Capacity Grant
- ❑ Intensive consultation process

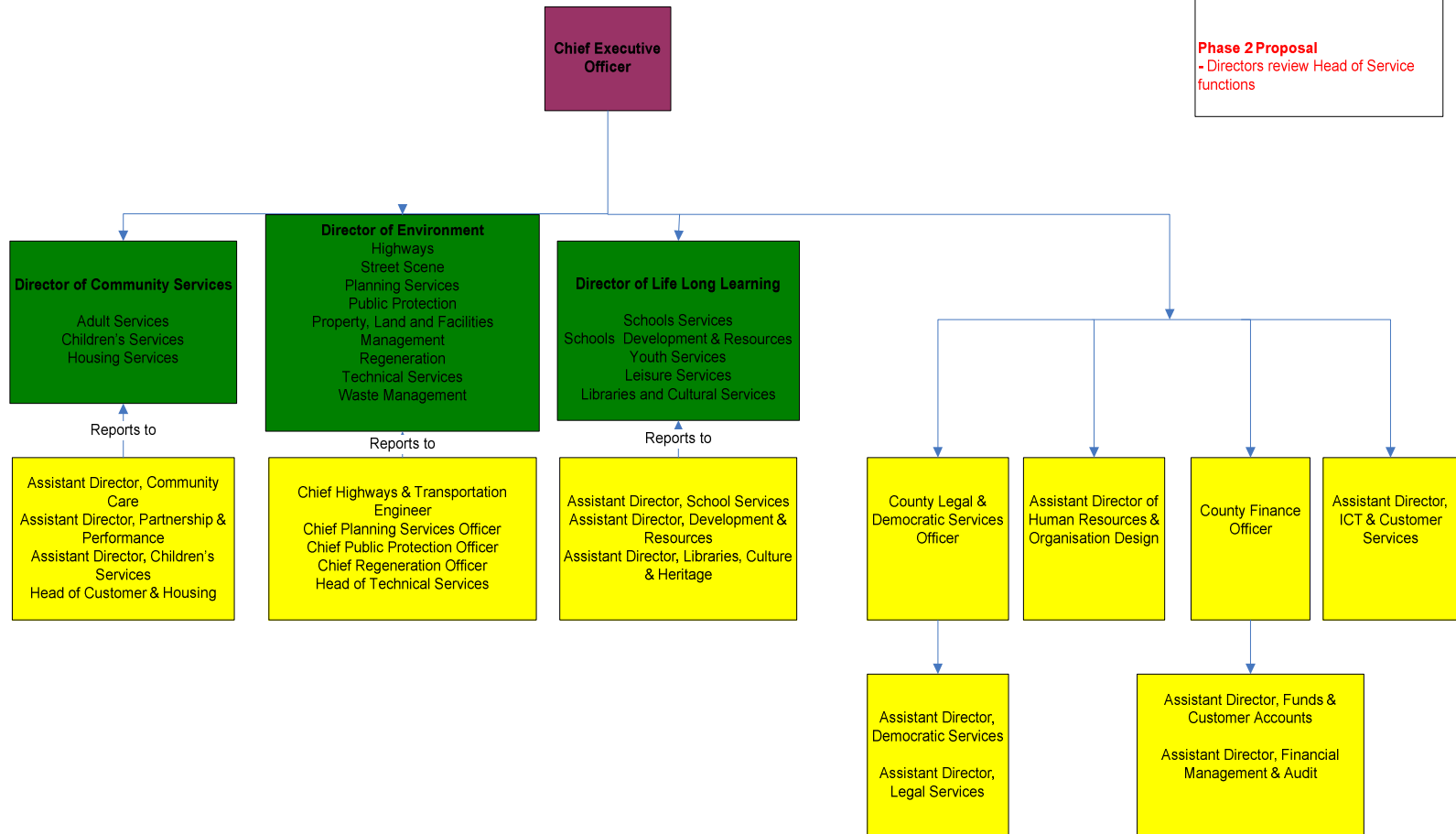


Proposed Senior Management Structure

- ❑ Chief Executive
- ❑ 3 directorates:
 - Community Services
 - Environment
 - Lifelong Learning
- ❑ 4 Heads of Corporate Function
 - County Legal & Democratic Services Officer
 - Assistant Director, HR and Organisation Design
 - County Finance Officer
 - Assistant Director, ICT and Customer Services

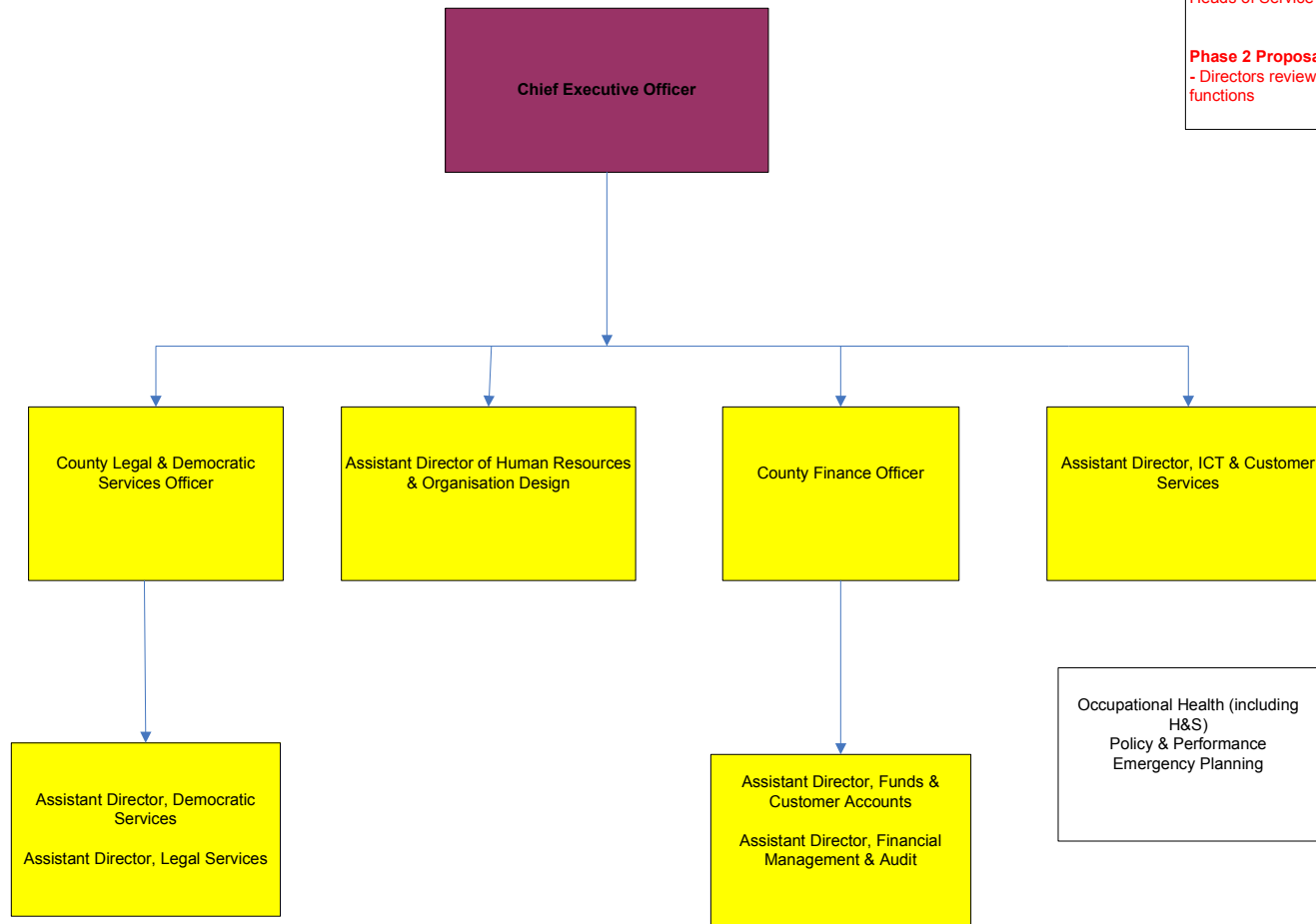
Proposed Senior Management Structure

- Phase 1 Proposal**
- 3 Service Directorates
 - Consolidate Corporate Centre
 - Appoint Directors in redefined role
 - Group existing service functions and Heads of Service in new directorates
- Phase 2 Proposal**
- Directors review Head of Service functions



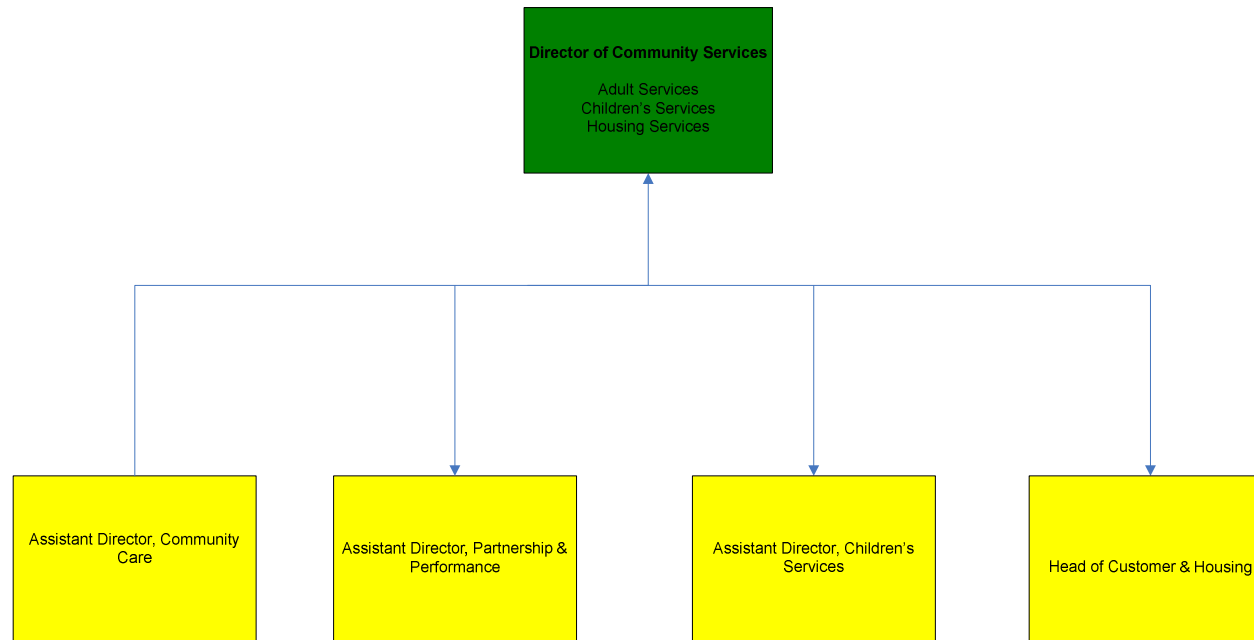
Proposed Corporate Centre Structure

- Phase 1 Proposal**
- 3 Service Directorates
 - Consolidate Corporate Centre
 - Appoint Directors in redefined role
 - Group existing service functions and Heads of Service in new directorates
- Phase 2 Proposal**
- Directors review Head of Service functions

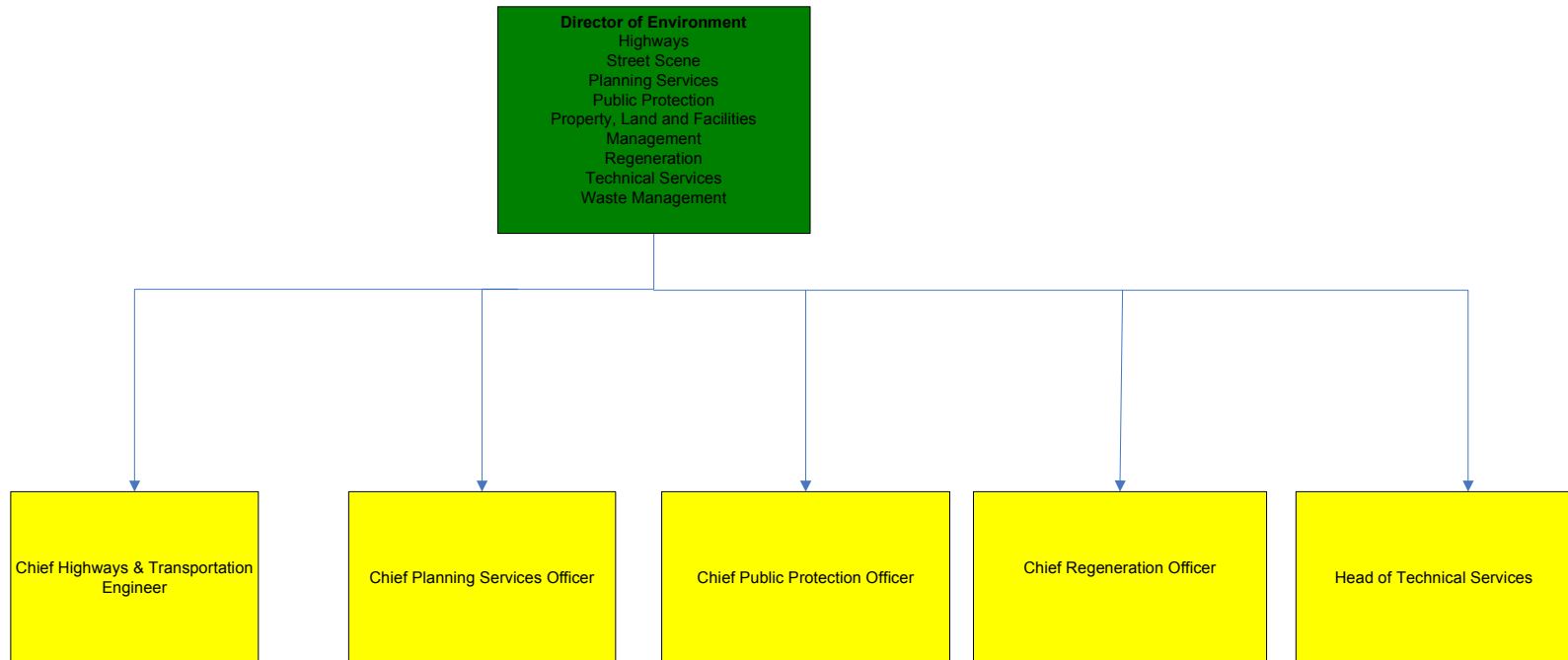


Occupational Health (including H&S)
Policy & Performance
Emergency Planning

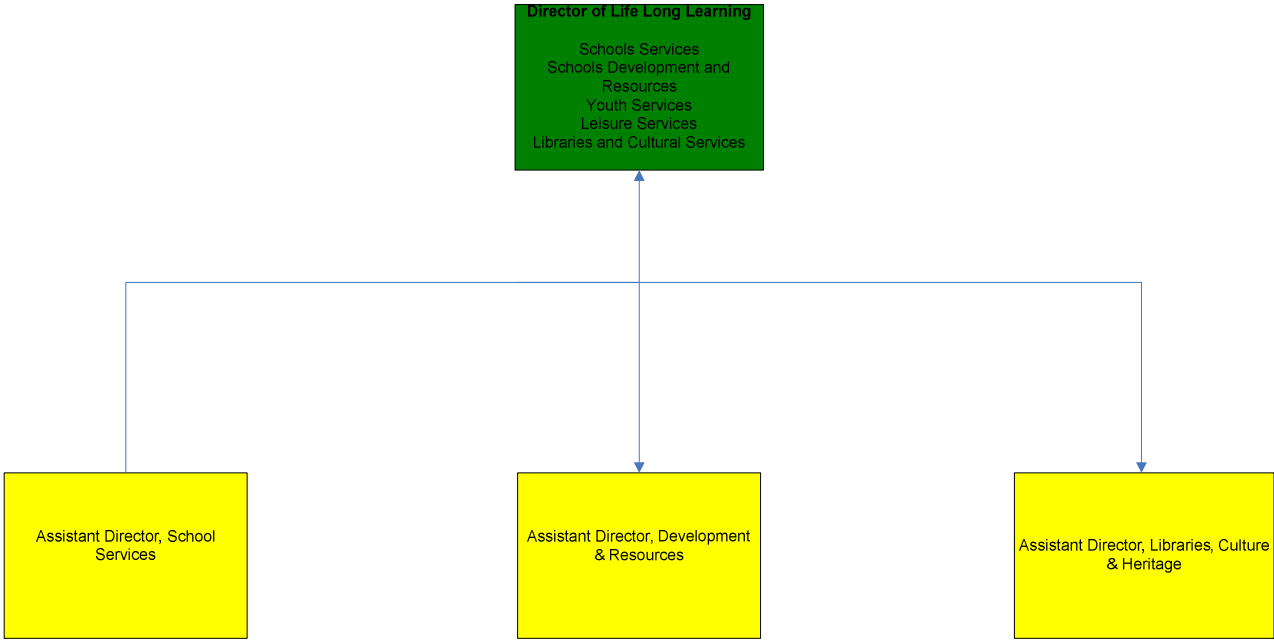
Proposed Community Services Structure



Proposed Environment Structure



Proposed Life Long Learning Structure





Statutory Roles of Officers

- ❑ Head of Paid Service
- ❑ Section 151 Officer
- ❑ Monitoring Officer
- ❑ Director of Education
- ❑ Director of Social Services
- ❑ Chief Executive
- ❑ Head of Finance
- ❑ Head of Democracy and Legal
- ❑ Director of Lifelong Learning
- ❑ Director of Community Services



Appointments Process to the Posts of Director

- ❑ Assimilation Policy to be applied to “at risk” post holders
- ❑ Job matching (CE/HR and Hay)
- ❑ Must be an 80% match (substantive post)
- ❑ Matching process NOT interview process
- ❑ Temporary Directors acting up and unmatched will return to substantive post
- ❑ If no internal match, each new post will be advertised externally via cost-effective recruitment process



Interim and Transition Arrangements

- ❑ Must be appropriately managed to minimise service disruption
- ❑ Management Strategies to continue:
 - Open and frequent communication
 - interim management arrangements need to continue during transition ('acting up' and interim)
 - Full advice and support to post holders at risk
- ❑ Staged bulletins and briefings by CE and HR
- ❑ 4 key Head of Service posts to be appointed without delay

Implementation Timetable

Action	Month	Responsibility
Communications Strategy	On-Going	Chief Executive
Continue Interim Arrangements	From February	Chief Executive
Finalise Director Posts Job Design	February	Human Resources Chief Executive Hay Consultancy
Matching Process for Posts of Director	March	Human Resources Chief Executive Hay Consultancy
Implement Recruitment Plan for Un-Matched Posts of Director	March	Human Resources
Implement Recruitment Plan for Vacant Posts of Heads of Service	March	Human Resources
Long listing of Applicants for Un-matched and Advertised Posts of Director	April/May	Human Resources Chief Executive
Appointment of Candidates to Vacant Posts of Heads of Function	On-Going	Human Resources Chief Executive





Phase 2 to commence Summer

- ❑ Permanent management arrangements
- ❑ Housing management function
- ❑ Leisure services management
- ❑ Theatr Clwyd
- ❑ Planning development and control
- ❑ Children's services
- ❑ Youth Justice Team
- ❑ Community Safety Team
- ❑ Direct Service Organisations
- ❑ MASS
- ❑ Support services to the public service directorates



Recommendations

- ❑ That the final proposals for phase one of the consolidation of the senior management structure be approved for implementation. The new revised management structure will comprise the post of Chief Executive, and three posts of director managing three consolidated public services directorates.
- ❑ That the senior management structure as proposed be adopted with Children's Services located within the new directorate of Community Services and Regeneration within the new directorate of Environment.
- ❑ That the post titles, role definitions and salary gradings for the new posts of director be adopted.



Recommendations /cont...

- That the Chief Executive be delegated authority to finalise the detail of the job design of the three posts of director in consultation with the Leader of the Council and appropriate Executive members and with the advice of retained consultants Hay Consultancy.
- That the Chief Executive be authorised to (1) proceed and conclude the 'matching' process for existing directors according to the assimilation policy of the council and with the advice of retained consultants Hay Consultancy and (2) begin the advertisement process for any posts not filled through the matching process to culminate in an elected member panel interview selection process in late May/early June 2008.



Recommendations /cont...

- That the personnel implications of the proposals and the financial efficiencies to be realised be noted.
- That the Chief Executive be authorised to review the head of service posts which are vacant or the subject of interim arrangements, as listed in section 3.45, for immediate recruitment in consultation with the Leader of the Council and appropriate Executive members and with the advice of retained consultants Hay Consultancy. This authority should extend to any further head of service posts which might fall vacant during the transition period.



Recommendations /cont...

- ❑ That authority be given to continue existing interim management arrangements (combining 'acting up' and external interim appointment arrangements) until the posts affected are permanently appointed; and
- ❑ That the initial proposals for phase two of the consolidation of the senior management structure be noted for further development and members offer guidance on further areas of the organisation to be given priority



Colin Everett
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