



**Somerset
Council**

Executive Director and Service Director Restructuring

Formal Consultation Paper 2024

Executive Director and Service Director Restructuring

Formal Consultation Paper – Version 1, 9 May 2024

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Purpose of the paper

The purpose of this paper is to commence the formal consultation process on the proposed Senior Leadership organisational structure for Somerset Council.

This consultation paper sets out:

- The consultation process including who we are consulting with and associated timeframes.
- The design principles for Somerset Council.
- The existing Senior Leadership structure.
- The proposed Senior Leadership structure.
- The impact on roles in the existing Senior Leadership Structure.
- Details on any new posts.
- The recruitment process.
- The redundancy process and mitigating actions

This consultation process is seeking feedback from existing Executive Directors and Service Directors in Somerset Council on the proposed Senior Leadership structure.

The structure below Service Directors will be determined by the Head of Paid Service on the recommendation of existing Executive and Service Directors and finalised following a separate consultation process, with input from those confirmed into posts in the new structure from this proposal. Consultation on the wider structures is expected to start in July 2024.

The consultation process

Purpose of consultation

This consultation process is to consult on the proposed new Senior Leadership organisational structure and roles for Somerset Council and the proposals for managing the recruitment/redundancy process.

Who we are consulting with

The proposed organisational structure and roles will be shared as part of this consultation and Executive Directors and Service Directors are invited to provide any feedback they may have by the consultation deadline of 25 June 2024. Consultation is also taking place with trade unions on the proposals.

A summary of the proposed Senior Leadership organisational structure and roles will be shared with the wider workforce across the Council for information.

Consultation process

The consultation process will run for 45 calendar days, from 13 May to 25 June 2024. The proposal is to conclude the consultation period at midnight on 25 June 2024.

All Executive Directors and Service Directors will be invited to a group consultation meeting at the start and end of the process. Those whose posts are at risk of redundancy will be offered individual consultation meetings during the consultation period. Throughout the consultation period, meetings will also take place with trade unions.

The purpose of consultation is to ensure that all views on the proposed changes are collected and considered. In addition to the meetings outlined above, feedback can be submitted through either of the following ways:

- Through the Microsoft form that will be available on the SharePoint site
- Via Trade Union representatives

At the end of the consultation process all feedback and comments will be collated and considered before a final decision is made on the structure. Where possible and appropriate, suggested changes will be incorporated into the proposals.

Questions about the process can be sent to Restructures@somerset.gov.uk

Context

Somerset Council faces a challenging financial situation, marked by increased service delivery costs outpacing income growth.

Somerset Council needs a clear and robust plan to support long-term financial stability. As part of this plan, the pace and scale of the current Local Government Reorganisation transition and transformation will need to be rapidly accelerated to deliver a radically different model and way of working as a Council, operating with fewer staff, whilst increasing the Council's influence and impact.

The Executive has endorsed a new vision for the Council, emphasising a leaner and more productive organisation, and an approach to whole Council transformation which will bring together transformation and change programmes across the organisation to ensure whole council oversight and prioritisation of resources and investment. One strand of the Improvement and Transformation Programme focuses specifically on the Workforce Programme, as an early enabler of organisational redesign and change. Whilst the workforce programme will not, in itself reshape the Council, three other programmes running in parallel to this activity; Organisational Design, Innovation and Change, and Partnerships and Devolution, along with the original vision of the LGR strategy, will shape what a good Council looks like.

As part of the workforce programme, the Council will strive to mitigate compulsory redundancies and is in regular contact with Trade Unions throughout this programme of work. In addition to the restructuring proposals outlined in this document, the Council has already undertaken a Voluntary Redundancy Programme, is in the process of

removing budgeted vacancies, is actively pursuing a reduction of agency, interims, and consultants and is following further lines of enquiry to reduce workforce costs, including:

- Managed and controlled recruitment
- Establishment control
- Voluntary reduction of contract hours
- Review of fixed-term contracts
- Annual leave purchase scheme
- Review of overtime
- Review of expenses and allowances

Design Principles

The Executive agreed a new vision for a sustainable Somerset Council and associated organisational design principles on 9 December 2023 which will seek to deliver a new, smaller, leaner, more productive Council. The organisation structural principles have gone through further refinement and are as follows:

<p>Flexible and agile</p>	<ul style="list-style-type: none"> • We will start our design process by asking the question 'Why does this function exist?' • Our roles and service functions will be designed to be outcome / purpose focussed • We will understand the skills and capability of our workforce to ensure we can deploy the right people at the right place, time and cost
<p>Sustainable & Resilient</p>	<ul style="list-style-type: none"> • We will reshape the Council within the budget available in line with the Medium-Term Financial Plan • We will seek to understand how services can best be delivered, whether that be internally, externally or a shared service to reduce cost and/or generate income
<p>Smaller & Leaner</p>	<ul style="list-style-type: none"> • We will have a flatter organisational structure (with a maximum of 6 layers from top to bottom of the Council), with wider spans of control (at least 6 direct reports to each line manager) to improve speed of decision making, improved communication and reduction of management costs.
<p>Local, Connected & Inclusive</p>	<ul style="list-style-type: none"> • We will determine how our services are best delivered and provided for the People of Somerset • We will devolve services and functions where this will deliver more sustainable outcomes • We will prioritise preventative roles and functions across the whole system
<p>Data Driven & Digitally Enabled</p>	<ul style="list-style-type: none"> • We will strive to be digital first and minimise the need for manual processes and systems • We will automate high volume repetitive tasks / functions • We will use data insight and analytics to inform our structural design and ensure it is customer focused

For all posts, and in particular those with senior leadership and management responsibilities, it is critically important that the Council has the right people at the right level doing the right things and behaving in the right way.

Costs

The proposals for restructuring of the Executive Director and Service Director structure will result in a reduction of 7 to 4 Executive Director posts and 22 to 15 Service Director posts. The current structure currently costs c£4.5m and, based on the current proposals (including the Interim Chief Finance Officer role), the revised costs are expected to be c£3.2m, giving a saving of £1.3m (29%).

Current 'as-is' Executive and Service Directors (Senior Leadership) Structure

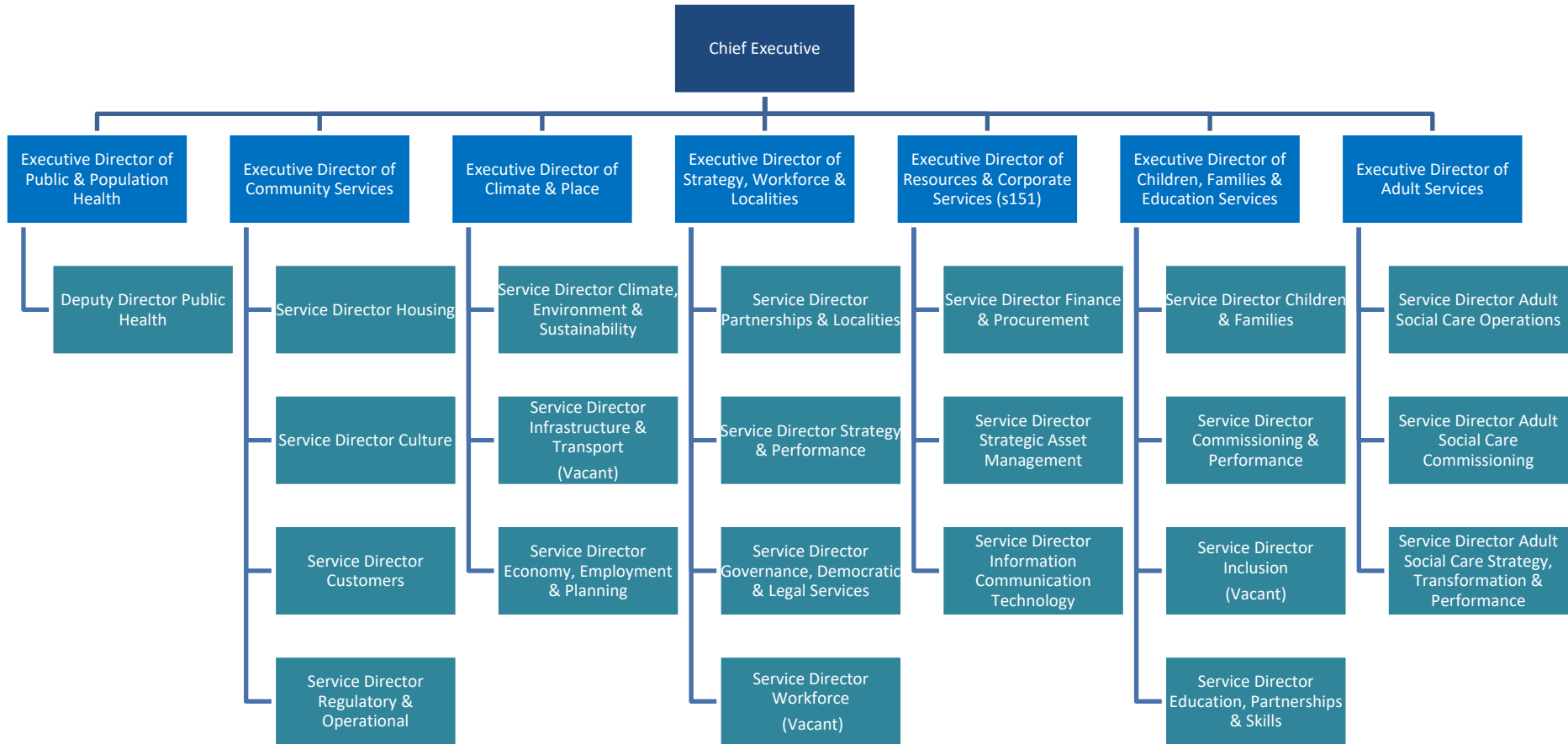
The 'as-is' Executive and Service Director (Senior Leadership) structure is shown on the next page.

All substantive current post holders within this structure form part of the consultation. This consultation document is also being shared with trade union representatives.

The impact on individual roles in the current structure from the proposals is shown later in the document in the section that summarises the changes and the rationale.

Several new roles that may report directly into the Chief Executive or an Executive Director post, but are not at Executive or Service Director level, have been excluded and do not form part of this consultation. These posts will be considered and included in the next phase of the restructuring process of the Council.

Current Senior Leadership Structure Chart



Proposed Senior Leadership Organisational Structure

The new Senior Leadership organisational structure will be split into three core layers.

- Layer 1 – Chief Executive Officer
- Layer 2 – Executive Directors reporting directly to the Chief Executive Officer
- Layer 3 – Service Directors reporting directly to an Executive Director

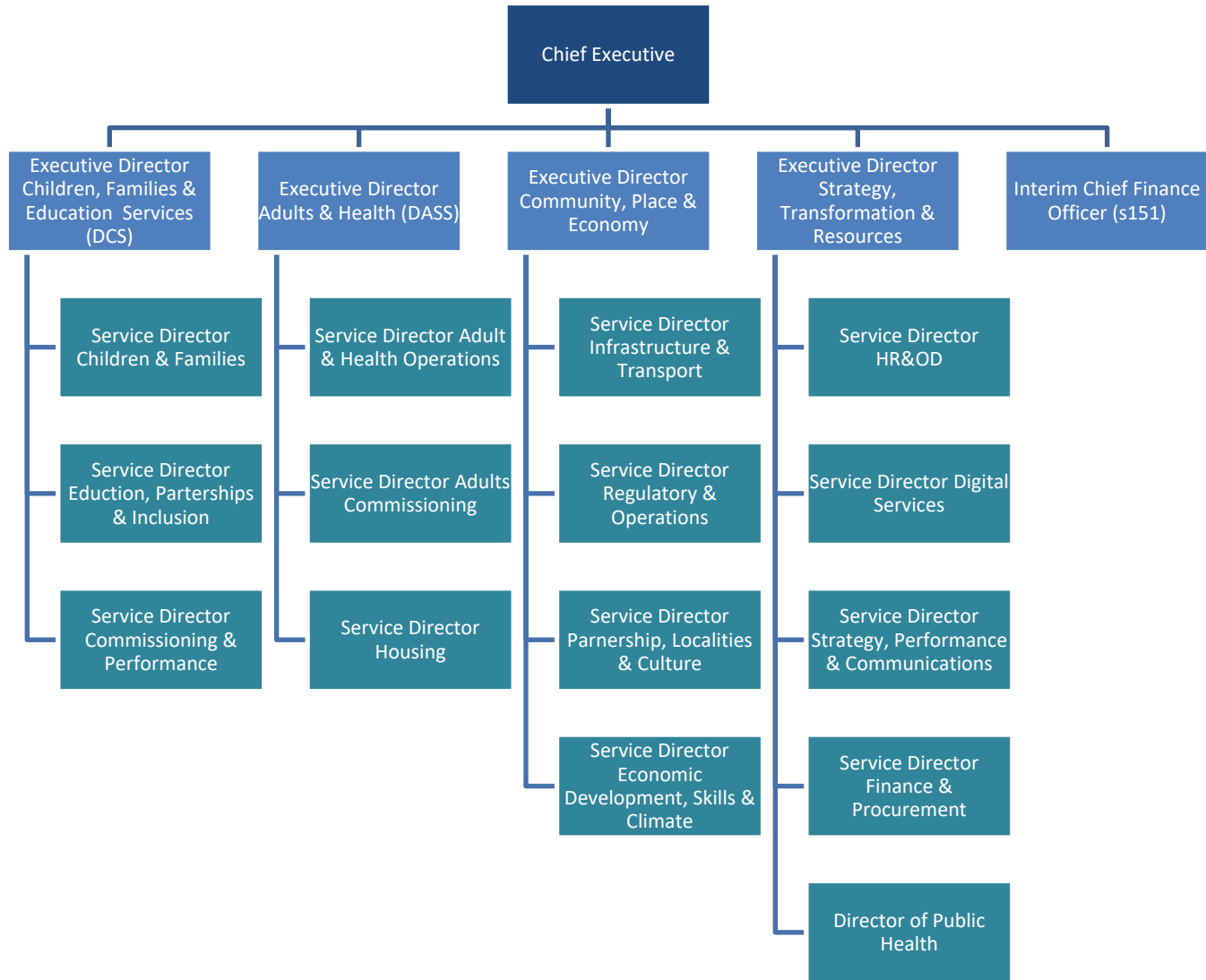
Other posts will report into some Executive Director posts to meet the design principle of a minimum span of 6 posts. These additional posts reporting into Executive Director posts do not form part of this consultation and will be considered and shared at the next phase of the Council's restructuring.

The proposed Senior Leadership organisational structure for Somerset Council will be split into four functions. Each function will be headed up by an Executive Director, which will form the Council's new Layer 2 Senior Leadership roles. The structure provides clear accountability and functional management, but it is critical that the organisation works collaboratively across these service structures to achieve the best outcomes possible for the people and businesses of the County.

Proposed Structures

The overarching structure chart is shown below. More information on additional functions reporting into the Executive Directors are shown at Appendix 1. Details of the teams/services and individual posts will be provided at the next phase of restructuring.

Proposed Layer 1 and Layer 2 Overarching Senior Leadership structure



Summary of Changes and Rationale

The impact of the proposals on specific roles are shown in more detail in the section on “Impact on Existing Roles”. Please note that some functional responsibilities are being taken from Service Director roles and will be aligned to roles below Service Directors. Any potential impact of this on other roles that are currently not at Service Director level and those roles that currently report into those Service Director roles that are being deleted will be considered and form part of the consultation at the next phase of the wider Council restructuring process.

There is currently one agency worker covering the post of Service Director Workforce and the post of Service Director Infrastructure & Transport is being covered on an acting up basis.

Children & Family Services Directorate

The Executive Director, Service Director Children & Families and Service Director Commissioning & Performance in the Children & Family Services Directorate remain mainly unchanged.

The responsibilities of the current Service Director Inclusion post (currently vacant) will be combined with the responsibilities of the Service Director Education, Partnership and Skills to create a new post of Service Director Education, Partnership and Inclusion.

Adults & Health Directorate

The Executive Director, Service Director Adult & Health Operations and Service Director Adult Social Care Commissioning remain mainly unchanged.

The Service Director Adult Social Care Strategy, Transformation and Performance will be deleted from the structure. The functional responsibilities currently held by this post will be incorporated into other roles in the layer below Service Directors.

A matrix management approach will be put in place with the Service Director Housing having a hard-line reporting relationship into this directorate. The Adult Services Directorate will have functional responsibility for the following areas:

- Affordable Housing Enabling
- People Displacement Schemes & Services
- Sheltered & Extra Care
- Strategy and combined HRA business plan



- Homelessness (Rough Sleepers Pathway, Street Support)
- Housing Options & Allocations
- SIP & DFG
- Partnerships (excluding client to ALMO)

There will also be a dotted line reporting relationship between the Service Director Housing and the Executive Director Community, Place & Economy.

Community, Place & Economy

This directorate will combine the majority of the functional responsibilities for the current directorates of Climate & Place and Community Services.

The two existing posts of Executive Director of Community Services and Executive Director of Climate & Place will be deleted and a new post of Executive Director Community, Place & Economy created.

The posts of Service Director Infrastructure & Transport (currently vacant but covered on an interim basis) and Service Director Regulatory & Operations will remain mainly unchanged.

The posts of Service Director Climate & Sustainability, Service Director Economy, Employment & Planning will be deleted from the structure.

A new post of Service Director Economic Development, Skills and Climate will be created, combining the majority of the responsibilities held by the current Service Director Climate, Environment & Sustainability and the Service Director Economy, Employment & Planning.

The post of Service Director Customer Services will be deleted from the existing structure. The functional responsibilities currently held by this post will be incorporated into other roles in the layer below Service Directors.

The posts of Service Director Partnerships & Localities and Service Director Culture will be deleted from the existing structure.

A new post of Service Director Partnerships, Localities & Culture will be created, combining the majority of responsibilities held by the current Service Director Partnerships & Localities and Service Director Culture.

The functional responsibility for Revenues & Benefits will transfer from the current Service Director Finance & Procurement into this directorate and will be aligned to a post below Service Director level.

Through a matrix management approach, this directorate will hold functional responsibility for the following areas aligned to the Service Director Housing:

- Housing Maintenance - Responsive & Planned (Capital Programme)
- Housing Development & Regeneration
- Tenant Services - Worklessness & Tenancy Support
- Rent Collection & Arrears Recovery
- Direct Trade Workforce
- ALMO
- Gypsy & Traveller Support Services.

Strategy, Transformation & Resources

This directorate will combine the majority of the functional responsibilities for the current directorates of Strategy, Workforce & Localities, Resources & Corporate Services and Public Health.

The two existing posts of Executive Director of Strategy, Workforce & Localities and Executive Director of Resources & Corporate Services will be deleted and a new post of Executive Director Strategy, Transformation & Resources created. Please see below regarding the posts at Executive and Service Director level for Public Health.

The posts of Service Director Workforce (vacant covered on an interim basis), Service Director Strategy & Performance and Service Director ICT will remain mainly unchanged but with some changes to job titles. These changes are simply to reflect the focus of these roles and do not indicate a significant change in current responsibilities.

The current post of Finance & Procurement will remain largely unchanged, except that the current responsibilities for Revenues & Benefits will transfer to the Community, Place & Economy directorate and will be incorporated into other roles in the layer below Service Directors.

The current post of Service Director Partnerships & Localities will be deleted, and the responsibilities combined with those of the current Service Director Culture into the new post of Service Director Partnerships, Localities & Culture reporting into the Executive Director Climate, Place & Economy.

The posts of Service Director Governance, Democratic & Legal and Service Director Strategic Asset Management will be deleted from the existing structure and the functional responsibilities currently held by these posts will be incorporated into other roles in the layer below Service Directors.

The current posts of Executive Director of Public & Population Health and Deputy Director of Public Health will be deleted, and a new post of Service Director of Public Health will be created which will report into this directorate.

Any substantive appointment to the new statutory role of Service Director of Public Health (DPH) is required to be made through a nationally advertised process and is a joint appointment with the Secretary of State for Health. Should there be gap in cover for the role of DPH, the Council will take steps to appoint on a temporary basis. Any temporary appointment will follow the processes set out in the Council's Constitution. In addition, the Secretary of State will be kept updated on any interim arrangement and proposals to recruit permanently to this role.

Interim Chief Finance Officer (s151)

In recognition of the current financial crisis, an interim role of Chief Finance Officer (s151) will be created, reporting into the Chief Executive. This post is expected to be in place until the end of March 2025.

Role profiles

Role profiles are available for all new jobs in the structure and those that have changed. These have been formally evaluated by Korn Ferry, through the Hay job evaluation process which is the job evaluation scheme used by the Council for posts at this level.

Copies of the draft role profiles are available on the SharePoint site. Please note that these will be finalised following consultation and those for new posts are subject to agreement with members.

Populating the new structure

It is proposed that the following principles will be applied to populating the new Senior Leadership team structure:

- Aim will be to slot-in employees as the default position (no selection process required) for posts where there is little or no change
- Ring fence arrangements where this makes sense and where more people than available posts. For posts at Executive and Service Director level the appointments process will be determined by the Member Appointments Panel. As a minimum this will involve a formal selection interview conducted by a Member Appointments Committee.
- New posts – ring fences or open internal recruitment. For posts at Executive and Service Director level the appointments process will be determined by the Member Appointments Panel. As a minimum this will involve a formal selection interview conducted by a Member Appointments Committee.

- Those in ring fences or where a post is open to internal recruitment will be asked to complete an expression of interest (EOI) and provide a CV.

Key Principles:

- Less than 25% change, one person impacted – direct slot in
- More than 25% change post deleted
- New post. Available to a defined ringfence if clearly combining responsibilities of existing roles
- New post. Where no clear ringfence the post will be open to internal recruitment (for the purpose of this consultation it is considered that no posts fall into this category)
- If only one expression of interest is received for a new role, this will still require a Member Appointments Committee process.

Redundancies

Any dismissals that take place will be undertaken in accordance with the Somerset Council Redundancy procedure. All redundancy payments will be based on the payments due under voluntary redundancy and as set out in the Council's Redundancy Policy.

Where redundancies are proposed which will require a selection process the Council's Redundancy Policy will apply and it is proposed to use Method One - a ring-fenced selection / interviewing process. As noted above as all the posts are at chief officer/deputy chief officer level the details of selection/interview process will be determined by a Members Appointments Panel and will be carried out by a Members Appointments Committee.

A copy of the Council's Redundancy Policy is available on the HR intranet site.

Terms and conditions and reward

All Senior Leadership roles will be appointed on Somerset Council Executive Director and Service Director terms and conditions.

Impact on Existing Roles

The impact on existing roles is shown below.

Roles where there is no or little change (less than 25%) and existing postholders will remain in their current role:

Children & Family Services

Tier	Current Job Title	New Job Title & Reporting Line
2	Executive Director Children & Family Services	No change
3	Service Director Children & Families	No change
3	Service Director Commissioning & Performance	No change

Adults Services		
Tier	Current Job title	New Job Title & Reporting Line
2	Executive Director Adults Services	No change
3	Service Director Adults Social Care Operations	No change
3	Service Director Social Care Commissioning	No change
Climate & Place		
Tier	Current Job title	New Job Title & Reporting Line
3	Service Director Infrastructure & Transport (vacant covered on an interim basis)	No change of job title Role will report to Executive Director of Community, Place & Economy
Strategy, Workforce & Localities		
Tier	Current Job Title	New Job Title & Reporting Line
3	Service Director Workforce (vacant covered on an interim basis)	Service Director HR & OD Role will report to Executive Director Strategy, Transformation & Resources
3	Service Director Strategy & Performance	Service Director Strategy, Performance & Communications Role will report to Executive Director Strategy, Transformation & Resources
Community Services		
Tier	Current Job Title	New Job Title & Reporting Line
3	Service Director Regulatory & Operational	No significant change Role will report to Executive Director Community, Place & Economy
3	Service Director Housing	No Change Role will have a hard-line reporting to Executive Director Adults

		Services and a dotted line reporting to Executive Director Community, Place & Economy *Please see separate note on how Housing Services will be managed
Resources & Corporate Services		
Tier	Current Job Title	New Job Title & Reporting Line
3	Service Director ICT	Service Director Digital Services. Role will report to Executive Director Strategy, Transformation & Resources
3	Service Director Finance & Procurement	No Significant Change Role will report to the Interim Chief Finance Office (s151). On the cessation of this post, the role will report to the Executive Director Strategy, Transformation & Resources

Posts to be Deleted

Children & Family Services	
Tier	Job Title
3	Service Director Inclusion Somerset (vacant)
3	Service Director Education Partnership & Skills
Adults Services	
Tier	Job Title
3	Service Director Adults Strategic Transformation & Performance
Climate & Place	
Tier	Job Title
2	Executive Director Climate & Place
3	Service Director Climate & Sustainability
3	Service Director Economy, Employment & Planning
Strategy, Workforce & Localities	
Tier	Job Title
2	Executive Director Strategy, Workforce & Localities
3	Service Director Partnerships & Localities
3	Service Director Governance, Democratic & Legal
Community Services	
Tier	Job Title
2	Executive Director Community Services
3	Service Director Culture
3	Service Director Customer Services

Resources & Corporate Services	
Tier	Job Title
2	Executive Director Resources & Corporate Services
3	Service Director Strategic Asset Management
Public Health	
Tier	Job Title
2	Executive Director Public Health
3	Deputy Director Public Health

New Posts

Children & Family Services		
Layer	Job Title & Reporting Line	Appointment Process/Ringfence Group
3	Service Director Education, Partnerships & Inclusion Reporting to Executive Director Children & Family Services	Ringfenced to: <ul style="list-style-type: none"> • Service Director Education, Partnership & Skills • Service Director Inclusion Somerset (vacant)
Community, Place & Economy		
Layer	Job Title & Reporting Line	Appointment Process/Ringfence Group
2	Executive Director Community, Place & Economy Reporting to the Chief Executive	Ringfenced to: <ul style="list-style-type: none"> • Executive Director Climate & Place • Executive Director Community Services
3	Service Director Partnerships, Localities & Culture Reporting to the Executive Director Community, Place & Economy	Ringfenced to: <ul style="list-style-type: none"> • Service Director Partnerships, Localities • Service Director Culture
3	Service Director Economic Development, Skills & Climate Reporting to Executive Director Community, Place & Economy	Ringfenced to: <ul style="list-style-type: none"> • Service Director Climate & Sustainability • Service Director Economy, Employment & Planning
Strategy, Transformation & Resources		
Layer	Job Title & Reporting Line	Appointment Process/Ringfence Group
2	Executive Director Strategy, Transformation & Resources Reporting to the Chief Executive	Ringfenced to: <ul style="list-style-type: none"> • Executive Director Strategy, Workforce & Localities

		<ul style="list-style-type: none"> Executive Director Resources & Corporate Services (s151)
3	Director of Public Health Reporting to Executive Director Strategy, Transformation & Resources	No Internal ringfence as any substantive appointment to the new statutory role of Service Director of Public Health is required to be made through a nationally advertised process and is a joint appointment with the Secretary of State for Health. Should there be gap in cover for the role of DPH, the Council will take steps to appoint on a temporary basis. Any temporary appointment will follow the processes set out in the Council's Constitution. In addition, the Secretary of State will be kept updated on any interim arrangement and proposals to recruit permanently to this role.
Interim Chief Finance Officer (s151)		
2	Interim Chief Finance Officer Reporting to Chief Executive	Interim appointment

Expression of Interest & Appointments process:

Full details of the Expression of Interest process will be provided at the end of the consultation period.

All applications for new roles will be based on the finalised position of ringfenced posts and those available for wider applications, which will be confirmed at the end of consultation.

Those wishing to express an interest in roles will be asked to complete an Expression of Interest form along with a supporting CV.

The resourcing/recruitment process and associated timeframes for Executive and Service Director roles are set out in the timeline table below.

Equalities

An Equalities Impact Assessment (EIA) has been completed. Due to the small number of impacted employees and the possibility of identifiable data it will not be possible to share all the detail of this EIA, but some information will be shared as part of this process.

Proposed effective date

The date in which the new Senior Leadership structure will officially be effective from is proposed as being 1 November 2024.

Career management and support

A suite of career management support services has been made available on the [Redundancy Support SharePoint site](#). The supporting resources include:

- Advice on job search, preparing a CV, and interview skills
- Business Start-ups and becoming self-employed
- Money and benefits
- Redundancy Support
- Training and volunteering
- Wellbeing

Access to [Workfriend](#), Renovo's (Somerset Council's external Outplacement Support specialist) bespoke careers portal, which provides the latest information, advice and guidance remains accessible. Log in details have previously been sent to all colleagues from careersupport@renovo.gv-c.com.

Further Information & Support

All details relating to the restructure, including FAQs and other supporting information can be found on our dedicated SharePoint pages.

Where appropriate any queries, feedback and alternative proposals will be included in an FAQ document, which will be kept as a live document. Individual queries on the process can be sent to restructures@somerset.gov.uk and will be responded to confidentially and individually.

Timeline

Activity	Indicative Timeframes
Initial engagement meeting with the trade unions	Wednesday 8 May

Informal meetings for those directly impacted by the proposals	Wednesday 8 May – Thursday 9 May
Pre-consultation on the proposals commences with a meeting with affected employees and trade union representatives	Thursday 9 May
SharePoint site goes live	Thursday 9 May
Consultation period: <ul style="list-style-type: none"> • Start of 45-day consultation and ongoing consultation with the trade unions • Individual consultation meetings with those directly impacted • Individual and group responses sent via SharePoint site Microsoft form 	13 May – 25 June (tbc)
Close of consultation	Midnight – 25 June (tbc)
Review of consultation feedback and proposals updated and finalised	26 June – 5 July
Close of consultation meeting to present finalised proposals	10 July
Expression of interest process	10 – 17 July
Member Panels	17 – 26 July
Appointments confirmed	End of July (subject to any that need sign-off processes)
Those not appointed leave from	Beginning of November
New structure formally effective from (NB: some appointments may be effective earlier)	1 November

Duncan Sharkey
Chief Executive
Somerset Council

Date: 9 May 2024

Appendix 1 - Proposed Senior Structure (showing where services/functions are aligned)

