



**Somerset  
Council**

# **Executive Director and Service Director Restructuring**

**End of Consultation Document July 2024**

**Version 1**

# Executive Director and Service Director Restructuring

## End of Consultation Document July 2024

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## Purpose of the paper

Following the close of the formal consultation process on the proposed Senior Leadership organisational structure for Somerset Council, the purpose of this paper is to summarise the feedback received from the consultation process, confirm the final structures and outline next steps.

This paper sets out:

- A summary of the consultation process undertaken so far
- A summary of the feedback received and responses to this feedback
- The existing Senior Leadership structure.
- The new Senior Leadership structure.
- The updated impact on roles in the existing Senior Leadership Structure.
- Details on any new posts.
- Next steps in relation to the recruitment process.
- The redundancy process and mitigating actions

## The consultation process

### Purpose of consultation

The formal consultation process ran from 13 May – 26 June 2024. Trade Unions and impacted employees were consulted on the proposed new Senior Leadership organisational structure and roles for Somerset Council and the proposals for managing the recruitment/redundancy process.

### Who did we consult with?

The proposed organisational structure and roles were shared as part of this consultation and Executive Directors and Service Directors were invited to provide any feedback and counter proposals by the consultation deadline of 26 June 2024. Consultation has also taken place with trade unions on the proposals.

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

### Consultation process

The consultation process ran for 45 calendar days, from 13 May to 26 June 2024.

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

An Addendum to the original proposals was issued on 11 June for consideration and feedback.

Following the close of consultation all feedback and comments have been collated and considered before a final decision being made on the structure. Where possible and appropriate, suggested changes have been incorporated into the proposals.

## Summary of Feedback and Responses

Feedback was received from 12 members of CLT and a personal response will be sent to all those who provided feedback. There was also one response from the Trade Unions. There was a mix of more minor comments relating to job titles, considerations for additional responsibilities to be clarified and included in the Job Descriptions, clarity on the positioning of some services and more substantive issues which are summarised below. There was also a range of feedback that will support the design of the structures below Executive Director and Service Director and in the implementation of the new structures.

<b>Query</b>
1. Personal impact
Any questions relating to personal impact will be responded to on an individual basis
2. The split of the Housing function between the two directorates of Adults Services and Community, Place & Economy
<p>The proposed structure is deliberate in that it aims to recognise that, whilst the HRA and our landlord responsibilities are important, there is an equally important issue around the service, ensuring it caters for all those in housing need who are not within the HRA. The new structure is aimed to encourage and enable greater integration between Housing and Social Care.</p> <p>The responsibilities for the Service Director of Housing will remain the same but with altered management and reporting lines. Once appointments have been confirmed, further work will be undertaken with the Executive Directors and Service Director to clarify how the matrix management responsibilities will work in practice. The next phase of restructuring will also give clarity on the rest of the roles in this structure.</p>
3. Clarity on accountability for leading digital transformation
The responsibility for digital transformation will be shared between the Service Director for Strategy, Performance & Communications, who will have lead responsibility for Digital Transformation, and the Service Director for Digital Services, who will have lead responsibility for digital implementation.
4. Comment on the design principles and their application – including in relation to the number of posts reporting into the Chief Executive

The design principles in relation to the number of spans and layers in the organisation talk about six layers and six direct reports. This is deemed an average across the organisation, although we will aim to apply it wherever possible. There will be agreed exceptions to this, where this makes sense in order to achieve the optimum benefit.

In relation to the Chief Executive, it will be proposed that there is an additional post reporting to the Chief Executive, giving him six direct reports. Detail of this will be made available at the next stage of the restructuring process.

5. Concern around the lack of senior capacity in the organisation at a time of change.

One of the key drivers around the restructuring and reduction in our workforce is, of course, the financial emergency and the requirement to make savings. However, we have also had two independent external reviews undertaken of our structures which have both, separately demonstrated that our structure is “management heavy”, for example with high numbers of managers only having one or two direct reports. The proposals that we have developed have been based around best practice advice in relation to the number of layers in the organisation and the average spans of control for our managers.

We do recognise that it will be challenging to transition into our new structures and to manage the impact of having a smaller senior team. This will be worked through carefully, to ensure that we utilise our collective resources against our priorities, that we work collaboratively to achieve the right outcomes for the organisation and that we have the resilience we need, without overloading our leaders and other employees.

6. Seeking clarity on the next steps in relation to the s151 post, once the interim post ceases

The proposed future alignment of the s151 designation will be clarified in a separate proposal, which will be subject to consultation. More detail on this will be provided, once the proposal has been confirmed.

7. Seeking assurance that the two statutory roles of s151 Officer and Monitoring Officer will still have direct access to the Chief Executive and Members and be able to provide the level of support required for the organisation in line with best practice.

The separate meetings that take place between the Chief Executive, s151 Officer and Monitoring Officer will continue. The s151 Officer and Monitoring Officer will have dotted line reporting to the Chief Executive and direct access as required to both the Chief Executive and members. They will also be part of the Chief Executive’s management team.

8. Seeking more on the rationale for moving Revenues & Benefits from Finance & Procurement

There are two key reasons for this. The role of Service Director Finance & Procurement in enabling the organisation to implement and retain financial sustainability for the council is critical and needs to be the main focus of this role. There is also a good

synergy with Revenue and Benefits and Customer Services in relation to systems and casework, with a common purpose and opportunity for shared leadership. The next phase of consultation will provide more clarity on these arrangements.

9. Concern over the loss of the Service Director Strategic Asset Management at a time when the Council is driving sale of assets to support the financial position of the Council.

It is common practice for responsibilities for these services to be held at Head of Service level. This is a really important area of focus for the Council and the next phase of restructuring will give clarity on the proposals for how this will be resourced. There will be a full consultation process around these proposals.

10. Opportunity to realign some of the responsibilities of Service Directors, following the resignation of one of the SDs and reduce the number of potential redundancies.

The suitability of any Service Director posts that remain vacant following the ringfenced appointments process as suitable alternative roles will be given proper consideration and, if they still remain vacant, will be filled through an open resourcing process.

11. Concern around the lack of transparency around the impact on structures in layers below Executive and Service Director posts.

It is appreciated that this will create uncertainty, which is why we have been working hard to design the rest of the structures and why we intend to provide proposals on the whole of the rest of the organisation at the same time, at the end of September. This will give clarity on the wider structures and the opportunity for all staff to be consulted with and provide feedback on these proposals.

In addition to the feedback given by those being directly consulted with, an additional 15 people provided feedback on the proposals. A number of these raised similar issues to those outlined above. There were also a number of suggestions provided that will provide valuable input into the development of the proposals for the next phase of restructuring. Additional issues specific to the Executive Director and Service Director proposals are summarised below:

Issue
1. That thought should be given to combining the Executive Director roles for Adults & Childrens
Whilst this is the model that some Councils use, due to the financial challenges nationally across both Adults and Childrens social care, and the level of continued transformation required, it is not proposed to combine these roles at this time.
2. Concern around climate being removed from the Executive Director title, and that does not reflect the importance of the issue

There is no doubt that the importance of climate for the Council, which is made very clear in the vision and priorities set by our members. However, as the Executive Director role is combining a number of key responsibilities, we have not been able to include all of these individually within the job title.

3. One comment giving positive feedback on having highways, assets and operations under one Executive Director. Allowing removal of overlap and rationalization

4. One comment questioning a matrix management approach and that a previous attempt at this hadn't worked.

This is a really important point to make. We have been consulting on structures but as, if not more important, we will need to give focus, thought and support on how we work to ensure that we can collaborate and align our collective resources around the organisational priorities. Matrix management isn't easy, and we need to learn from what has been done before. Our Organisational Development Team are already giving consideration to what leadership and wider support will need to be put in place to support our ways of working moving forward.

5. Needing clarity for external parties who has responsibility for the statutory planning service.

This is an important point, and one that we will give proper consideration.

6. Why are some teams who have been restructured since LGR, when the financial challenge was already known, having to go through a further restructure?

The level of savings delivered from LGR restructuring has, unfortunately, not gone far enough. By reviewing the organisation as a whole, we have been able to be consistent in the application of our agreed design principles and also to seek areas where there are synergies and opportunity for better alignment and further rationalisation.

## Agreed Changes

**Including the changes communicated through the Addendum to the original consultation, the following changes to the proposals will take place:**

### **Changes to Job Titles:**

- Executive Director Children, Families & Education Services – not a change but needs to be consistent on all documentation
- Executive Director Adults Services – to change to Executive Director Adults Services & Housing
- Service Director Education, Partnerships & Inclusion – to change to Service Director Education
- Executive Director Strategy, Resources & Transformation – to change to Executive Director Resources, Strategy & Transformation

### **Changes to Responsibilities**

The new post of Service Director Regulatory & Operations will have the following additions:

- Waste
- Building Control
- Customer Operations & Lifeline
- Facilities Management and Assets Compliance (General Fund)

The new post of Service Director Economic Development, Skills & Climate will have the following responsibilities removed:

- Waste
- Emergency Planning Response & Recovery (previously Civil Contingencies)
- Building Control

The post of Service Director Partnerships, Localities & Culture will have the following additions:

- Community Engagement
- Community Safety

The post of Service Director Strategy & Performance will have the following additions:

- Customer Experience Team
- Information Governance & Records Team
- Designated SIRO

The Emergency Planning service will be aligned to the Service Director Partnerships, Localities, and Culture.



## Changes to deleted posts and ringfences:

- The current post of Service Director Regulatory & Operations is now considered as significantly changed and will be deleted.
- Ringfence for the new post of Service Director Regulations & Operations to be ringfenced to the current Service Director Regulatory & Operations and the Service Director Climate, Environment & Sustainability

## 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 (s151) role), the revised costs are expected to be c£3.2m, giving a reduced cost in our senior structure of £1.3m (29%).

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

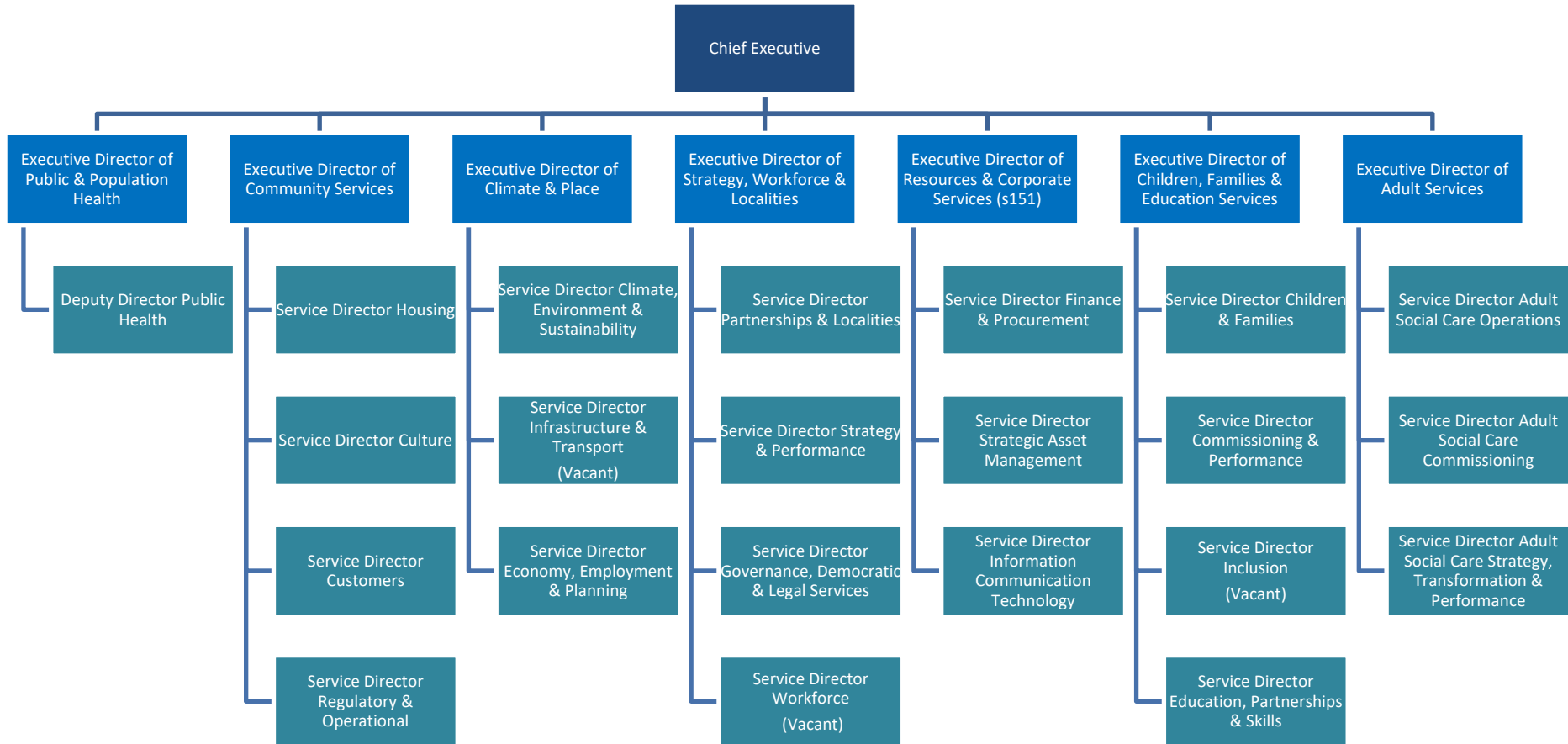
The 'as-is' Executive and Service Director (Senior Leadership) structure is shown on the next page.

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

The final impact on individual roles in the current structure is shown later in the document.

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 did 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



## New 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

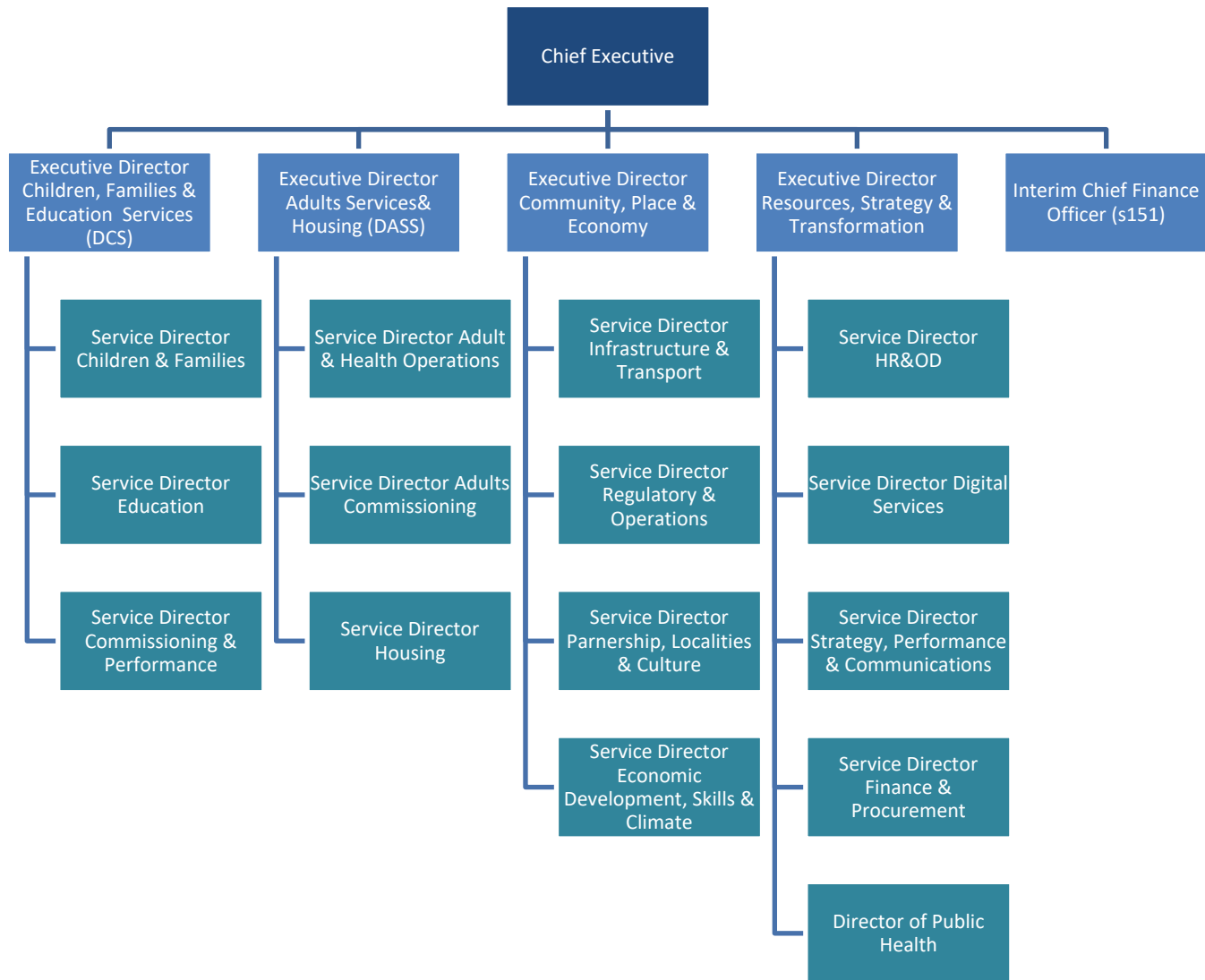
Other posts will report into some Executive Director posts to meet the design principle of a minimum span of 6 posts. These additional posts reporting into Executive Director posts did not form part of this consultation and will be considered and shared at the next phase of the Council's restructuring.

The 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. This will include matrix management working.

### New Structures

The overarching structure chart is shown below. Details of the teams/services and individual posts reporting into these senior posts will be provided at the next phase of restructuring.

## New Executive Director and Service Director Senior Leadership structure



## 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.

These have been updated to reflect the changes agreed following the consultation process.

## Impact on Existing Roles

The impact on existing roles is shown below.

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.

Roles where there is no or little change and existing postholders will remain in their current role:

<b>Children &amp; Family Services</b>		
<b>Tier</b>	<b>Current Job Title</b>	<b>New Job Title &amp; Reporting Line</b>
2	Executive Director Children, Families & Education Services	No change
3	Service Director Children & Families	No change
3	Service Director Commissioning & Performance	No change

<b>Adults Services</b>		
<b>Tier</b>	<b>Current Job title</b>	<b>New Job Title &amp; Reporting Line</b>
2	Executive Director Adults Services	No change
3	Service Director Adults Social Care Operations	No change
3	Service Director Social Care Commissioning	No change
<b>Climate &amp; Place</b>		
<b>Tier</b>	<b>Current Job title</b>	<b>New Job Title &amp; Reporting Line</b>
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
<b>Strategy, Workforce &amp; Localities</b>		
<b>Tier</b>	<b>Current Job Title</b>	<b>New Job Title &amp; Reporting Line</b>
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
<b>Community Services</b>		
<b>Tier</b>	<b>Current Job Title</b>	<b>New Job Title &amp; Reporting Line</b>
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
<b>Resources &amp; Corporate Services</b>		
<b>Tier</b>	<b>Current Job Title</b>	<b>New Job Title &amp; Reporting Line</b>
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
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## Posts to be Deleted

<b>Children &amp; Family Services</b>		
<b>Tier</b>	<b>Job Title</b>	
3	Service Director Inclusion Somerset (vacant)	
3	Service Director Education Partnership & Skills	
<b>Adults Services</b>		
<b>Tier</b>	<b>Job Title</b>	
3	Service Director Adults Strategic Transformation & Performance	
<b>Climate &amp; Place</b>		
<b>Tier</b>	<b>Job Title</b>	
2	Executive Director Climate & Place	
3	Service Director Climate & Sustainability	
3	Service Director Economy, Employment & Planning	
<b>Strategy, Workforce &amp; Localities</b>		
<b>Tier</b>	<b>Job Title</b>	
2	Executive Director Strategy, Workforce & Localities	
3	Service Director Partnerships & Localities	
3	Service Director Governance, Democratic & Legal	
<b>Community Services</b>		
<b>Tier</b>	<b>Job Title</b>	
2	Executive Director Community Services	
3	Service Director Culture	
3	Service Director Customer Services	
3	Service Director Regulatory & Operational	
<b>Resources &amp; Corporate Services</b>		
<b>Tier</b>	<b>Job Title</b>	
2	Executive Director Resources & Corporate Services	
3	Service Director Strategic Asset Management	
<b>Public Health</b>		
<b>Tier</b>	<b>Job Title</b>	
2	Executive Director Public Health	
3	Deputy Director Public Health	

## New Posts

<b>Children &amp; Family Services</b>		
<b>Layer</b>	<b>Job Title &amp; Reporting Line</b>	<b>Appointment Process/Ringfence Group</b>
3	Service Director Education Reporting to Executive Director Children & Family Services	Ringfenced to: <ul style="list-style-type: none"> <li>• Service Director Education, Partnership &amp; Skills</li> <li>• Service Director Inclusion Somerset (vacant)</li> </ul>
<b>Community, Place &amp; Economy</b>		
<b>Layer</b>	<b>Job Title &amp; Reporting Line</b>	<b>Appointment Process/Ringfence Group</b>
2	Executive Director Community, Place & Economy Reporting to the Chief Executive	Ringfenced to: <ul style="list-style-type: none"> <li>• Executive Director Climate &amp; Place</li> <li>• Executive Director Community Services</li> </ul>
3	Service Director Partnerships, Localities & Culture Reporting to the Executive Director Community, Place & Economy	Ringfenced to: <ul style="list-style-type: none"> <li>• Service Director Partnerships, Localities</li> <li>• Service Director Culture</li> </ul>
3	Service Director Economic Development, Skills & Climate Reporting to Executive Director Community, Place & Economy	Ringfenced to: <ul style="list-style-type: none"> <li>• Service Director Climate &amp; Sustainability</li> <li>• Service Director Economy, Employment &amp; Planning</li> </ul>
3	Service Director Regulatory & Operations Reporting to Executive Director Community, Place & Economy	Ringfenced to: <ul style="list-style-type: none"> <li>• Service Director Regulatory &amp; Operations</li> <li>• Service Director Climate &amp; Sustainability</li> </ul>
<b>Resources, Strategy &amp; Transformation</b>		
<b>Layer</b>	<b>Job Title &amp; Reporting Line</b>	<b>Appointment Process/Ringfence Group</b>
2	Executive Director Resources, Strategy & Transformation Reporting to the Chief Executive	Ringfenced to: <ul style="list-style-type: none"> <li>• Executive Director Strategy, Workforce &amp; Localities</li> </ul>
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.
<b>Interim Chief Finance Officer (s151)</b>		
2	Interim Chief Finance Officer (s151) Reporting to Chief Executive	Interim appointment

## Expression of Interest & Appointments process:

Now that consultation has concluded, the Member Appointments Panel will meet formally to agree the selection process. This meeting will take place on 17 July. After this meeting, the Expression of Interest Process will be launched.

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.

Subject to final agreement, the process will be a Member Committee interview process. No additional assessments or panels will be included.

## 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.

## Effective date

The date in which the new Senior Leadership structure will officially be effective from is 1 November 2024. Transitional arrangements will be implemented to ensure a smooth transition to the new structure.

## 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](mailto:careersupport@renovo.gv-c.com).

### 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.

## Timeline - Update

<b>Activity</b>	<b>Indicative Timeframes</b>
Meeting with the Trade Unions to feedback finalised proposals	10 July
Close of consultation meeting to present finalised proposals	11 July
Members Appointment Panel – to agree the selection process	17 July
Expression of interest process	17 - 25 July
Member Committee Interview Panels	30 July – 1 August
Appointments confirmed	Beginning August
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: 10 July 2024**