

Report to Budget and Corporate Scrutiny Management Board

17 November 2021

Subject:	Update on the Senior Management structure
Director:	Interim Director of Human Resources Sue Stanhope
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1 Recommendations

- 1.1 That the Board considers and comments upon the process and progress made in implementing the revised senior management structure.

2 Reasons for Recommendations

- 2.1 On 6 October 2020, Full Council approved the implementation of a revised senior leadership structure.
- 2.2 The Committee is now requested to consider and note the current position.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people
	People live well and age well



	Strong resilient communities
	Quality homes in thriving neighbourhoods
	A strong and inclusive economy
	A connected and accessible Sandwell

3.1 The Corporate Plan seeks to create opportunities that will raise the profile and standing of Sandwell (and the Council) on the local, regional, national and international stages. It focuses on creating a Borough where people are proud of their local area, have better paid jobs and opportunities, supported by increased skills for the Borough wide workforce and exciting and appealing opportunities for young people.

3.2 The senior management structure for the Council approved by Full Council report responds to those ambitions and outcomes by organising the most senior officer leadership team within the Council in a way that places emphasis on grouping services and allows for more effective working and efficiencies of scale to be realised.

4 Context and Key Issues

4.1 At their meeting on 1st July 2020, Chief Officer Terms and Conditions Committee approved the Chief Executive’s proposals for the restructure of the Council’s senior management team in order to meet the demands placed on the Council to deliver and/or meet Sandwell’s Vision 2030, the Council’s corporate ambitions and priorities and budgetary challenges facing the Council.

4.2 This was recommended to Full Council who approved it at their meeting on 6th October 2020.

4.3 The purpose of the restructure was to deliver on the proposed Corporate Plan six outcomes and associated key priorities as well as be able to meet emerging priorities over the coming years.



In addition, the restructure sought to support the delivery of wider objectives detailed below (which is not an exhaustive list) that are considered integral to the Council achieving success: -

- Create a flatter management structure with clearer lines of accountabilities and a greater emphasis on collaborative working, with decision-making engaging and involving the Council's customer/service users and other stakeholders as much as possible.
- Drive improvements in the quality of service delivery, driving improvement and effective performance management through bold and innovative approaches/initiatives.
- Ensure that the statutory roles (at senior level) are acknowledged and satisfactorily understood and embedded.
- Utilise resources effectively to ensure that there is effective leadership capacity to meet the demands on the Council and deliver the identified ambition, outcomes, priorities detailed above, and improvements such as embedding a flexible and agile workforce capable of responding to changing circumstances and demands, removing silo working, identifying efficiencies and reducing waste, and maximising economies of scale.
- Delivering joined-up service units that promote a 'whole-solution' mind set and approach.
- Rebalancing of existing service areas to effectively meet the needs of Sandwell residents, maximise opportunities and drive delivery.

4.4 In summary the report approved the deletion and removal from the establishment of the following Chief Officer posts: -

- Executive Director of Adult Services
- Executive Director of Children's Services
- Executive Director - Neighbourhood
- Executive Director of Resources
- Director of Education, Skills and Employment
- Director of Housing and Communities
- Director of Protection and Prevention

Creation and establishment of the following Chief Officer posts:

- Deputy Chief Executive
- Director of Borough & Communities
- Director of Business Strategy & Change
- Director of Children and Education



- Director of Finance (& Section 151 Officer)
- Director of Housing

The following posts remain unchanged:

- Director of Adult Social Care
- Director of Law and Governance & Monitoring Officer
- Director of Public Health
- Director of Regeneration and Growth

4.5 It was agreed that for the existing posts where a significant part of the post remained unchanged that the current post holders would be assimilated into these roles in accordance with Council policy and arrangements and employment law this applied to, this applied to the following roles: -

- Director of Adult Social Care
- Director of Law and Governance
- Director of Public Health

4.6 For all new posts, the authority to recruit into these posts sat with the Chief Officer Terms and Conditions Committee (COTCC). To ensure an equitable, fair and transparent process it was agreed that there was a two-stage approach to recruitment.

4.7 In accordance with established Council policies and procedures the first stage of the process was for all Executive Directors to be given the opportunity to apply for the role of Deputy Chief Executive. Application was via an expression of interest (EOI) form which invited candidates to detail their knowledge, skills and experience and their suitability for the role.

4.8 In respect of the Deputy Chief Executive role expressions of interest in this post were sought from the three substantive Executive Directors. The invitation was sent directly to each of the three substantive Executive Directors on 8th October 2020 with a deadline of 19th October 2020. One application was received and this was considered by Chief Officers Terms and Conditions Committee (COTCC) at their meeting on the 3rd December 2020. They were unable to appoint to the role.

4.9 The second stage of the process was for all remaining Executive Directors and Directors to be included in the ringfence for the new Director roles.



Again, application was via an expression of interest form which invited candidates to detail their knowledge, skills and experience and their suitability for the role. The invitation was sent directly to each of the substantive Directors on 18th November 2020 with a deadline of 27th November 2020.

4.10 Expressions of interest were received for two of the Directors roles - Director of Housing and Director of Business Strategy and Change. At their meeting on 7th December 2020 COTCC considered an application for the role of Director of Housing but were unable to appoint into the role. They also considered an application for the role of Director of Business Strategy and Change and appointed Neil Cox into the role.

4.11 No expressions of interest were received for the roles listed below; -

- Director of Children and Education
- Director of Regeneration and Growth
- Director of Borough Economy
- Director of Finance

These posts together with the Director of Housing role and the Director of Adult Social Care (which had become vacant as the previous post holder resigned) were advertised externally with the recruitment process being supported by recruitment consultants.

4.12 In respect of the Director posts detailed in paragraph 4.12 above the following appointments have now been made: -

Director of Housing

Considered at COTCC on 24th March. Gillian Douglas appointed and commenced on 12th July 2021.

Director of Adult Social Care

Considered at COTCC on 25th March. Rashpal Bishop appointed and commenced on 19th July 2021.

Director of Finance

Considered at COTCC on 23rd March. Simone Hines appointed and commenced on 2nd August 2021.

Director of Regeneration and Growth

Considered at COTCC on 1st April 2021, unable to appoint. Re-advertised and considered at COTCC on 16th July 2021. Tony McGovern appointed and commenced on 13th September 2021.



Director of Children and Education

Considered at COTCC on 21st July. Michael Jarrett appointed. Start date of 22nd November 2021.

Director of Borough Economy

Considered at COTCC on 31st March 2021, unable to appoint. Re-advertised and considered at COTCC on 26th August 2021. Alice Davey appointed and due to commence on 29th November 2021.

- 4.13 In addition to implementation of the senior management structure at their meeting on the 31st July 2021, Full Council approved the early retirement of the Chief Executive.
- 4.14 At their meeting on the 5th August 2021, Chief Officer Terms and Conditions Committee appointed Kim Bromley Derry into the role of Interim Chief Executive and Head of Paid Service. Kim started with the Council on 10th August 2021.
- 4.15 Given the interim nature of the above appointment, it is important that the Council seek to appoint to the role on a permanent basis. The next stage in the recruitment process is to advertise the post externally. A recruitment consultancy called Odgers have been appointed to assist us with this process. Odgers are a well-respected and established executive search agency who specialise in recruiting to crucial senior management roles across the public sectors. It is intended that the post will be advertised week commencing 4th October 2021.

5 Implications

Resources:	The financial implications of the decision made by the Committee will be assessed and included in future monitoring reports
Legal and Governance:	The Council is required to follow relevant Council policies and procedures and comply with applicable employment legislation and case law concerning staff related matters
Risk:	Whilst seeking to appoint to the vacant Director positions on a permanent basis interim arrangements were put in place to provide capacity and to ensure continuity of service. These arrangements will remain



	in place until such time as the permanent appointment commences.
Equality:	The recommendations contained within this report have not identified any issues which would discriminate against any disadvantaged or vulnerable persons
Health and Wellbeing:	There are no specific health and wellbeing implications arising from the contents of this report

6 Appendices

None

7. Background Papers

The agenda and minutes from Full Council on the 6 October 2020
The agenda and minutes of Chief Officers Terms and Conditions Committee on 1st July 2020, 3rd December 2020, 7th December 2020, 23rd, 24th and 25th March 2021, 16th and 21st July 2021 and 5th and 26th August 2021.

