

# Report of the Chief Executive to the meeting of Executive to be held on 06 June 2023

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## **Subject:**

**Proposals for a senior management restructure.**

## **Summary statement:**

This report outlines the proposals to refine and replace the current senior management structure which is needed to deliver the Bradford Council's key priorities.

These proposals affect JNC Chief Officers.

## **EQUALITY & DIVERSITY:**

These proposals do not impact on the current composition of the senior management workforce.

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Kersten England  
Chief Executive

**Portfolio:** Leader

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**Overview & Scrutiny Area:** Corporate

## **1. SUMMARY**

- 1.1 This report outlines the proposals to refine and replace the current senior management structure to enable delivery of Bradford Council's key priorities which include; an ambitious pipeline of regeneration projects, successful delivery of the UK City of Culture 2025 programme, an on-going programme of work to tackle climate change, further strengthening of our approach to locality work, equality, diversity and inclusion, building deeper collaboration between health and care services and a Children's and Families Trust to strengthen our work for the children who need us most.

## **2. BACKGROUND**

- 2.1 The current senior management structure is attached at Appendix 4. This structure has been in place since 2016. The objectives of the changes approved as a result of that review brought efficiencies and stability to the management structure at that time. Since 2016 much has changed in our world, in terms of the challenges the nation and its citizens face. Nationally and locally in 2023 we are grappling with the long term impact of Covid-19 on families and our health and care services, the urgency of responding to climate change and the need for a just transition, a war in mainland Europe and a cost of living crisis affecting families, businesses and our public sector organisations.
- 2.2 The key aim of these proposals is to ensure that the senior management structure provides the corporate, operational and functional leadership and management necessary to enable the Council to deliver its priority outcomes and services, as set out in our District, Council and Equalities Plans.
- 2.3 These proposals aim to bring greater flexibility in management; promoting stronger, collaborative services, utilising the organisational know how and resources to maximum effect. Discussions with senior managers and initial soundings of Executive were undertaken in relation to the strengths and challenges of the current structure.
- 2.4 All posts are proposed as permanent unless stated otherwise.

## **3. PROPOSALS**

### **3.1 Office of the Chief Executive**

- 3.1.1 The role of the Chief Executive Officer is unchanged.

#### **3.1.2 Director of Public Health**

It is proposed to move the line management for the Director of Public Health to the Chief Executive Officer, along with the Public Health function. Responsibility for the commissioning for Public Health Services will remain within the Health and Wellbeing (to be renamed Adult Social Care) Department. It is further proposed that the Environmental Health service transfers from the management of the Director of Public Health to the Department of Place (Assistant Director Waste Management, Environmental Health and Fleet Services.)

3.1.3 Assistant Director Office of the CEO.

3.1.4 West Yorkshire Pension Fund (WYPF.)  
There are no changes to the existing WYPF structure.

## **3.2 Department of Health and Wellbeing**

3.2.1 The Department is renamed Department of Adult Social Care.

3.2.2 The Strategic Director post is retitled Strategic Director Adult Social Care and Health.

3.2.3 The role of the Director of Public Health, which currently sits under the line management of the Strategic Director, moves into the line management of the Chief Executive Officer.

3.2.4 Assistant Director Older Peoples Services.

3.2.5 Assistant Director People Commissioning and Business Support.

3.2.6 Assistant Director Adults with Disabilities. This is a temporary 12-month post (approved under delegated powers and due to end November 2023.) It is proposed that this post be made permanent.

## **3.3 Department of Children's Services**

3.3.1 Strategic Director Children's Services.

3.3.2 Assistant Director Schools and Learning.

3.3.3 Assistant Director Special Educational Needs Disabilities and Inclusion.

3.3.4 Assistant Director Improvement and Partnerships.

## **3.4 Department of Corporate Resources**

3.4.1 Strategic Director Corporate Resources.  
It is proposed to transfer the Emergency Planning service from the Department of Place (Assistant Director Waste, Fleet and Transport Services) to the Strategic Director Corporate Resources.

3.4.2 Director Finance and IT.

3.4.3 Director Human Resources.

3.4.4 Director Legal and Governance.

3.4.5 Assistant Director Asset and Facilities Management (retitled from Assistant Director Estates and Property.)

3.4.6 Assistant Director Revenues, Benefits and Customer Services. It is proposed that Customer Services is transferred from the Department of Place (Assistant Director Neighbourhoods and Customer Services) to enable greater integration between services responding to large volumes of customer contact.

### **3.5 Department of Place**

3.5.1 Strategic Director Place.

3.5.2 Assistant Director Culture, Sport and Leisure.

3.5.3 Assistant Director Economic Development and Housing.

3.5.4 Assistant Director Neighbourhoods and Community Services (retitled from Neighbourhoods and Customer Services.) It is proposed that Customer Services transfers to the post of Assistant Director Revenues, Benefits and Customer Services in the Department of Corporate Resources.

3.5.5 Assistant Director Planning, Transportation and Highways.

3.5.6 Assistant Director Waste Management, Environmental Health and Fleet Services. It is proposed that the Environmental Health Service is transferred from the Director of Public Health to this post and the Emergency Planning Service is transferred from this post to the Strategic Director Corporate Resources.

3.5.7 Assistant Director Sustainability.

This post replaces the temporary Air Quality Programme Director post and is externally funded.

3.5.8 Programme Director City of Culture Readiness.

This post is fixed term for two years from 1 May 2023 until 30 April 2025 and is externally funded.

3.5.9 Supporting information for the rationale to the proposals and further information on the remit of each Chief Officer post can be found in Appendix 1.

## **4. OTHER CONSIDERATIONS**

4.1 The consultation process has been undertaken in line with the Assimilation, Redeployment and Redundancy procedure for JNC Chief Officers for proposed Senior Management Restructures (15 January 2013). This document is Appendix 2.

4.2 Informal consultation with Corporate Management Team (CMT) and Senior Leadership Team (SLT) took place during February 2023.

4.2 The decision to proceed with the formal consultation was taken on 13 March 2023 and the formal consultation started on 21 March 2023 at a meeting with representatives of the recognised Trade Unions for JNC Chief Officers, Unison and GMB.

- 4.3 On 24 March 2023 the consultation meeting with Chief Officers to confirm that the formal process had started took place.
- 4.4 Follow up consultation meetings took place on 11 April and 24 April 2023.
- 4.5 During the period of the consultation individual meetings also took place as and when requested.
- 4.6 There have been no objections to the proposals. During the consultation four queries were raised and feedback provided to Chief Officers and the Trade Unions. No alternative proposals have been tabled.

## **5. FINANCIAL AND RESOURCE APPRAISAL**

- 5.1. Overall there is an increase in the total number of posts by one (temporary) and conversion of two temporary posts to permanent.
- 5.2 All posts are currently being evaluated by Korn Ferry Hay and we are not expecting any significant changes to the grade of any Chief Officer post.
- 5.2 Assistant Director for Adult Disabilities, Department Adult Social Care. This post is currently temporary for 12 months until November 2023 (approved under delegated powers.) It is proposed that this post be made permanent. Budget for this post has been secured following the deletion of the Assistant Director IT post in 2020.
- 5.3 Programme Director City of Culture, Department of Place. This is a fixed term post for two years and externally funded (City of Culture Trust), therefore no implication for base budget.
- 5.4 Assistant Director Sustainability (previously Programme Director Clean Air Programme, Department of Place. This post is currently temporary until March 2024 and it is proposed that this post be made permanent. This post is externally funded (CAZ), therefore no implication for base budget.
- 5.5 If these proposals are approved by the Executive the revised Pay Policy Statement for 2023/24 will be brought to Full Council on 11 July 2023.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

To remain with the existing structure will have an impact on our ability to deliver our vision and key priorities for the citizens of the District.

## **7. LEGAL APPRAISAL**

7.1 Section 112 of the Local Government Act 1972 allows the Council to appoint such officers' as it thinks necessary for the proper discharge by the Authority of its duties. Such officers shall hold office on such reasonable terms and conditions as the Council thinks fit subject to Section 41 of the Localism Act 2011 which requires any determination relating to terms and conditions of Chief Officers to comply with the Council's Pay Policy Statement.

7.2 In accordance with Article 4 of the Council's Constitution, the Officer Employment Procedure Rules and the Council's Policy Statement 2023/2024, Full Council must approve any salary package of £100,000 per annum or more.

## **8. OTHER IMPLICATIONS**

### **8.1 SUSTAINABILITY IMPLICATIONS**

None.

### **8.2 GREENHOUSE GAS EMISSIONS IMPACTS**

None.

### **8.3 COMMUNITY SAFETY IMPLICATIONS**

None.

### **8.4 HUMAN RIGHTS ACT**

None.

### **8.5 TRADE UNION**

The recognised Trade Unions for JNC Chief Officers are Unison and GMB. Representatives of the two unions have been involved in the consultation process.

### **8.6 WARD IMPLICATIONS**

None.

### **8.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

None.

### **8.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

The reconfiguration of posts in Children's Services reflects the establishment of the Bradford Children's and Families Trust (BCFT) and the Intelligent Client Function responsibilities.

## **8.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None.

## **9. NOT FOR PUBLICATION DOCUMENTS**

None.

## **10. OPTIONS**

10.1 To approve the proposed senior management structure.

10.2. Not to approve the proposed senior management structure and remain with the current arrangements or make alternative proposals.

## **11. RECOMMENDATIONS**

11.1 That the Executive Committee approve the proposed senior management restructure as detailed in this report and shown in Appendix 3.

## **12. APPENDICES**

Appendix 1 Supporting Information.

Appendix 2 Assimilation Redeployment and Redundancy procedure for JNC Chief Officers for proposed Senior Management Restructures (15 January 2013.)

Appendix 3 Proposed Senior Management Structure.

Appendix 4 Current Senior Management Structure.

## **13. BACKGROUND DOCUMENTS**

DASS Statutory Responsibilities.