DRAFT SAVINGS PROPOSAL

Proposal Title:	Reorganisation of Executive Support – Phase 2

Reference:	SAV / RES 002 / 21-22	Savings Type:	Reduction in provision
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Business Support	Strategic Priority Outcome:	13. Not aligned with Strategic outcome
Lead Officer and Post:	Steven Tinkler, Interim Head of Business Support	Lead Member and Portfolio:	Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector

Financial Impact:	Current Budget 2020-21	Savings/Income 2021-22	Savings/Income 2022-23	Savings/Income 2023-24	Total Savings/Income
Budget (£000)	1,957	(553)	-	-	(553)

Staffing Impact (if applicable):	Current 2020-21	FTE Reductions 2021-22	FTE Reductions 2022-23	FTE Reductions 2023-24	Total FTE Reductions
Employees (FTE) or state N/A	37.2	(11)	-	-	(11)

Proposal Summary:

Background

Phase 1 of the Executive Support element of the wider Reorganisation of Administrative and Executive Support Services review has been implemented which provides support on the following basis:

a) Dedicated support to the Corporate Leadership Team Board meetings and forward planning and the overseeing of the Adult Safeguarding Board;
b) Forward planning for the Mayor's Advisory Board, Cabinet and Statutory Committee's;
c) Dedicated Senior Executive Support for the Chief Executive and Corporate Directors;
d) Executive Support to Divisional Directors on a ratio of 1 Executive Support Officer shared by two Divisional Directors. This is however currently except for: DD Children's Social Care; DD Adult Social Care and DD Public Realm who continue to receive dedicated 1:1 support;
e) The structure further includes 3 Executive Support Officers that provide flexible support, Council-wide to cover annual leave, sickness and workload peaks / pressure as they arise; and
f) Senior Management Support Officer support on a ratio of 1 x SMSO supporting 3 Service Managers. This resource pool includes 3 SMSO resources dedicated within Governance to support Monitoring Officer duties and legal report clearance.

Proposal

In view of the changing financial landscape of the Council due to Covid-19 impacts, this proposal seeks to further reduce Executive Support provided and ensure consistency across senior management tiers. It is also important to recognise that since lockdown, operational support requirements have evolved with more business operations and meetings being held virtually, utilising new technology such as Microsoft Teams. It is anticipated that these practices will further evolve going forwards as technology becomes embedded, more officers Migrate to Office 365 resulting in less physical support.

In order to achieve this, some underlying principles need to be agreed, these are recommended to be:

1. Removal of all Flexible Executive Support Officer resource (currently 3 x FTE) from the structure. This specific resource identified previously to cover sickness / annual leave and potential service peaks, has a full cost of circa £135k.
2. All DD's to share Executive Support Resources on at least a ratio of 1 ESO to 2 DD's;
3. No executive support to be provided to any officer below Divisional Director management tier.

This will ensure that Executive Support is provided consistently and within the new financial landscape.

It is further envisaged that the retained Executive Support resources would be deployed as necessary to cover annual leave and short periods of sickness, negating the need therefore for three permanent flexible resources being included within the structure. It is however recognised that this is not appropriate for instances of maternity and long-term sickness, which would need to be covered by temporary resources and considered on a case by case basis.

The proposal will continue to deliver the standard service offering implemented as part of Phase 1 to CLT and DD's. The proposal will however require Service Managers to embrace the enabled manager concept and to be self-sufficient when it comes to email and diary management.

The proposal will result in staffing reductions, anticipated as being:

1 x Executive Support Team Leader;
5 x Executive Support Officer;
5 x Senior Management Support Officer.

There are however circa 4 vacancies at ESO level, which could be held to mitigate redundancy for these roles.

Risk and Mitigations:

Risk 1 – Culture of the organisation is unwilling to accept a further reduction in Executive Support resource and service provision, particularly at management tiers below Divisional Director. Mitigation for this will be the full buy-in and support provided by CLT and clear communications of this.

Risk 2 – Concept of Enabled Manager is not accepted by the Council. Mitigated by clear communication from CLT.

Risk 3 – Trade Unions reject proposal on the basis that it is a further review of Executive Support.

Overriding mitigation is a clear Executive Support Service offering, endorsed by CLT and communicated across the senior management tiers.

Resources and Implementation:

Implementation would be scheduled for 1st April 2021.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	However, this impacts officers internal to the Council only.
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	The vast majority of staff impacted by this proposal are female and therefore a full EA will be required.
Does the change involve a redesign of the roles of staff?	Yes	This will be carried out in line with the Council's policies for organisational change.

Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA will be required?	**Yes**	