

Meeting date: 26 October 2020
Report to: Remuneration Committee
Subject/report title: Stronger Communities Reshape
Report from: Director of Resources and Deputy Chief Executive
Report author/lead contact officer: Adrian Cattell, Head of HR



Wards affected:

- All Wards | Bickenhill | Blythe | Castle Bromwich | Chelmsley Wood |
 Dorridge/Hockley Heath | Elmdon | Kingshurst/Fordbridge | Knowle |
 Lyndon | Meriden | Olton | Shirley East | Shirley South |
 Shirley West | Silhill | Smith's Wood | St Alphege

Public/private report: Public

Exempt by virtue of paragraph:

1. Purpose of Report

- 1.1 To seek the Remuneration Committee's approval for severance costs associated with the reshape of the Stronger Communities Division as detailed in this report. The total severance cost exceed the post holder's annual salary with on costs and are at a level that requires Remuneration Committee approval.

2. Decision(s) recommended

- 2.1 The Remuneration Committee is requested to approve payment of severance costs outlined in section 5.4.

3. Matters for Consideration

- 3.1 A review of The Neighbourhood and Regulatory Service function, as part of a reshape of the Stronger Communities Division took place between December 2019 and March 2020.
- 3.2 A management of change review was undertaken that resulted in the implementation of a new staffing structure that commenced on 1 April 2020.
- 3.3 As part of this review, the Stronger Communities Team (Housing and Communities)

and the Safer Communities Team (Regulation and Enforcement) was formed under the leadership of two new Heads of Service roles.

3.4 These new leadership roles replaced the Housing Strategy Lead Officer who retired, The Head of Neighbourhood and Regulatory Services and the Neighbourhood Services Manager.

3.5 The division of these services into two distinct areas included the proposal that the role of Office Manager was no longer required and should be deleted as part of this management of change.

3.6 To date we have been unable to redeploy the post holder.

4. What options have been considered and what is the evidence telling us about them?

4.1 The consultation set out the proposed structure and sought feedback from employees as part of the consultation process.

4.2 The division of services into two distinct areas meant that the post of Office Manager (Band D) was no longer required as:

4.2.1 The two new Heads of Service would not require a dedicated Office Manager

4.2.2 The administrative support required could be provided through the existing team structure that would remain.

4.2.3 The number of service requests triaged by the Office Manager will reduce significantly as these will go directly into the services concerned.

5. Reasons for recommending preferred option

5.1 The Stronger Communities change review has brought additional resilience and support through matrix style working to the senior management of the team.

5.2 The new structure provides clearer roles and responsibilities in the Directorate, with place related issues now being dealt with by Environment and Highways and people related issues by Communities and Housing.

5.3 These new arrangements are expected to show an improvement in turnaround times for resolving problems and clearer accountability for complaints.

5.4 The Office Manager's annual salary including on costs is £39,148. The total severance cost based on a leaving date of 31 October 2020 is £45,275.48 and includes a redundancy payment of £30,630.42 and pension strain costs of £14,645.06.

5.5 The Council's policy for severance payments requires a maximum payback of three years. The cost in relation to this post is within the three-year payback period required by Council policy.

5.6 The review of the Stronger Communities structure has resulted in a permanent saving

of £85,400 per annum through reducing ongoing staff costs.

- 5.7 The post holder has been consulted with under the Council's Management of Change Policy. The employee was placed on the Council's First Consideration Register in February 2020 to provide priority access to job opportunities at the same or lower grade and redeployment has been sought to mitigate the need for redundancy. The post holder has, on a short term temporary basis, supported tasks to transition to the new structure whilst redeployment was explored.
- 5.8 Given that the transition to the new structure has taken place and no suitable redeployment opportunity within the Council has been identified, it is proposed subject to the Remuneration Committee's approval to make the post holder redundant with effect from 31 October 2020.

6. Implications and Considerations

6.1 State how the proposals in this report contribute to the priorities in the [Council Plan](#):

Priority:	Contribution:
<p>Economy:</p> <ol style="list-style-type: none"> 1. Revitalising our towns and local centres. 2. UK Central (UKC) and maximising the opportunities of HS2. 3. Increase the supply of housing, especially affordable and social housing. 	<p>The reshape of the service means that it is now clear who is responsible for improving placed based issues which contribute to improving our town and local centres.</p>
<p>Environment:</p> <ol style="list-style-type: none"> 4. Enhance Solihull's natural environment. 5. Improve Solihull's air quality. 6. Reduce Solihull's net carbon emissions. 	
<p>People and Communities:</p> <ol style="list-style-type: none"> 7. Take action to improve life chances in our most disadvantaged communities. 8. Enable communities to thrive. 9. Sustainable, quality, affordable provision for adults & children with complex needs. 	<p>This change in roles and responsibilities supports our approach to enable our communities to thrive by being supported them to do more for themselves to develop their own activities and initiatives.</p>

6.2 Consultation and Scrutiny:

6.2.1 The Office Manager has been consulted as part of the management of change process for Communities Services reshape

6.3 Financial implications:

6.3.1 As set out in Section 5 of this report.

6.4 Legal implications:

6.4.1 None as a result of this report.

6.5 Risk implications:

6.5.1 None identified.

6.6 Equality implications:

6.6.1 None as a result of this report.

7. List of appendices referred to

7.1 None

8. Background papers used to compile this report

8.1 None

9. List of other relevant documents

9.1 None