

Senior Management Reorganisation: Proposal for Consultation

November 2022

Drivers for reorganising the senior management structure



a new Council Delivery Plan, which sets out how we will create a fairer, greener, safer Southwark



our ambition to put communities and people power at the heart of everything we do



our commitment to create a new strategic leadership role shared with local health partners



corporate functions are dispersed across the council and the corporate centre needs to be rebuilt



our Strategic Director, Finance and Governance has announced he will leave the council next year

Organisational design principles for a revised senior management structure



senior management capacity should be aligned to the priorities in the Council Delivery Plan



common functions should be brought together to create critical mass and greater efficiency



corporate functions should be consolidated in the council's corporate centre

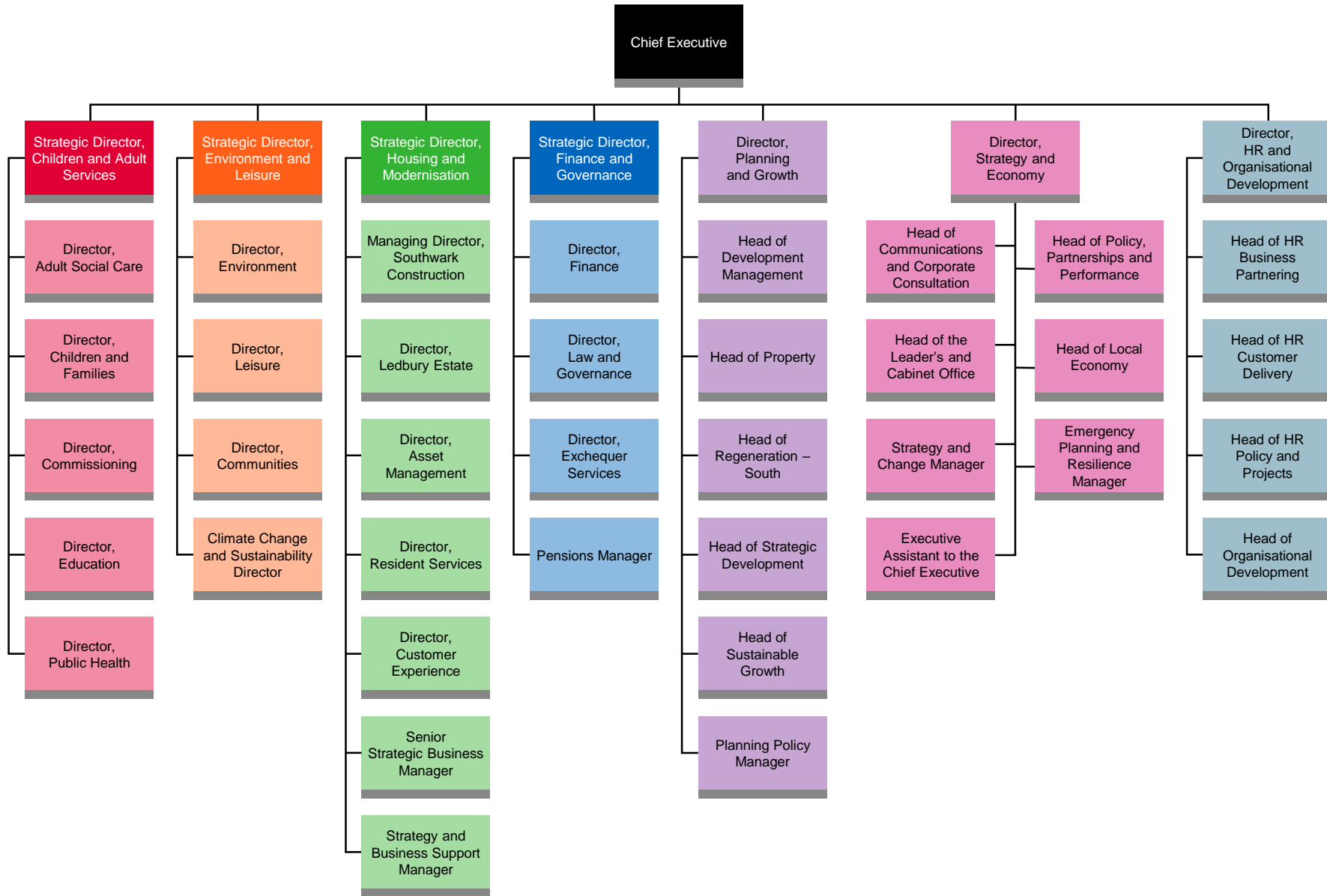


statutory and professional roles should be clearly assigned to the most appropriate postholder

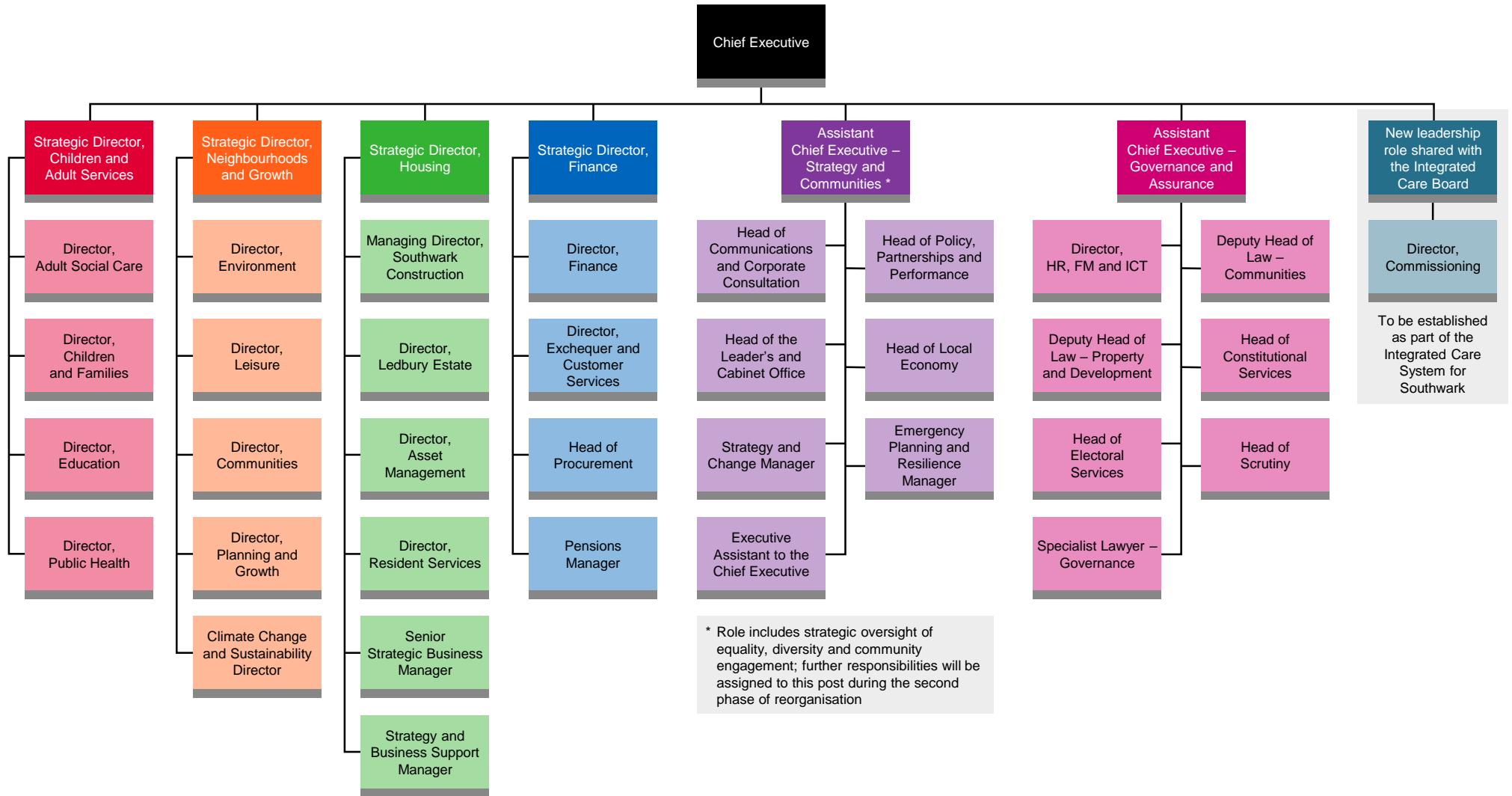


the cost of senior management should be contained within existing spend

Current structure



Proposed structure



Some reporting line changes are proposed at subsequent tiers of the organisational structure. These are set out in full in the consultation document.

Proposed changes by directorate

Children and Adult Services

- Director, Commissioning to transfer out of the directorate and report to a new leadership post shared with the Integrated Care Board

Environment and Leisure

- Directorate to be renamed Neighbourhoods and Growth
- Strategic Director, Environment and Leisure to be renamed Strategic Director, Neighbourhoods and Growth
- Director, Planning and Growth to transfer into the directorate and report to the Strategic Director
- Mayor's PA/Civic Officer to transfer out of the directorate and report to the Head of Constitutional Services*
- New Assistant Chief Executive – Strategy and Communities to provide strategic oversight of equality, diversity and community engagement, which fall within the remit of the Director, Communities

* Not shown on structure charts

Proposed changes by directorate

Housing and Modernisation

- Directorate to be renamed Housing
- Strategic Director, Housing and Modernisation to be renamed Strategic Director, Housing
- Chief Digital and Technology Officer to transfer out of the directorate and report to the new Director, HR, FM and ICT*
- Head of Corporate Facilities Management to transfer out of the directorate and report to the new Director, HR, FM and ICT*
- Head of Specialist Services to transfer out of the directorate and report to the Director, Exchequer Services, which is to be renamed Director, Exchequer and Customer Services*
- Head of My Southwark Home Owners Agency to report to the Director, Resident Services*
- Director, Customer Experience to be deleted

* Not shown on structure charts

Proposed changes by directorate

Finance and Governance

- Directorate to be renamed Finance
- Strategic Director, Finance and Governance will not be directly replaced
- Strategic Director, Finance to be created and report to the Chief Executive
- Director, Exchequer Services to be renamed Director, Exchequer and Customer Services and report to the Strategic Director, Finance
- Head of Specialist Services to transfer into the directorate and report to the Director, Exchequer and Customer Services*
- Head of Procurement to report to the Strategic Director, Finance
- All direct reports to the Director, Law and Governance (with the exception of the Head of Procurement) to transfer out of the directorate and report to the new Assistant Chief Executive – Governance and Assurance
- Director, Law and Governance to be deleted

* Not shown on structure charts

Proposed changes by directorate

Assistant Chief Executive – Strategy and Communities

- Assistant Chief Executive – Strategy and Communities to be created and report to the Chief Executive
- All direct reports to the Director, Strategy and Economy to report to the Assistant Chief Executive – Strategy and Communities
- Assistant Chief Executive – Strategy and Communities to provide strategic oversight of equality, diversity and community engagement, which fall within the remit of the Director, Communities
- Director, Strategy and Economy to be deleted

Proposed changes by directorate

Assistant Chief Executive – Governance and Assurance

- Assistant Chief Executive – Governance and Assurance to be created and report to the Chief Executive
- Director, HR, FM and ICT to be created and report to the Assistant Chief Executive – Governance and Assurance
- All direct reports to the Director, Law and Governance (with the exception of the Head of Procurement) to report to the Assistant Chief Executive – Governance and Assurance
- Mayor's PA/Civic Officer to report to the Head of Constitutional Services*
- Chief Digital and Technology Officer to report to the Director, HR, FM and ICT*
- Head of Corporate Facilities Management to report to the Director, HR, FM and ICT*
- All direct reports to the Director, HR and Organisational Development to report to the Director, HR, FM and ICT*

* Not shown on structure charts

Proposed changes by directorate

Strategic Commissioning

- New senior leadership post shared with the Integrated Care Board to be created and report to the Chief Executive (this post will also report to the Chief Executive of the Integrated Care Board)
- Director, Commissioning to report to new senior leadership post shared with the Integrated Care Board