



Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Council 6 September 2022

Wards affected: All Wards

Senior Management Restructure

Report of Chief Executive

1. Purpose of report

- 1.1 To seek Council endorsement to the senior management restructure of SLT and note the commitment to other key changes.

2. Recommendation

- 2.1 That members:
- i) Endorse the restructure proposals in respect of SLT as set out in the report.
 - ii) Note the savings arising from the proposed changes to SLT

3. Background to the report

Members will be aware that following three years' service to the Council, the former Director of Planning and Environment left the organisation in May to take up a senior position in the private sector.

Since May, following the former Director's departure, an interim structure has been in place, which has seen the Director of Corporate Services (Julie Kenny) take on responsibilities for Streetscene Services and the Director of Community Services (Sharon Stacey) taken on responsibilities for Planning and Environmental Health Services.

These interim arrangements have worked well and have driven a wholesale review of the planning service including the development of an action plan to secure fundamental improvements to the way the service will operate for

customers and members going forward. Street Scene Service Management has also been closer aligned to the corporate service functions for additional support and resilience. These changes also aim to ensure the services fully integrate with the rest of the organisation. And for Planning, picks up the recommendations of the Scrutiny Review conducted earlier this year.

3.1 Proposals

It is proposed to reduce the size of the Strategic Leadership Team (SLT) from three directors to two.

The existing Directors will be retitled to reflect their expanded roles; Director (Community and Development Services) and Director (Corporate and Streetscene Services). See appendix 1 - proposed new structure.

To assist in building capacity in the organisation an 'Extended Leadership Team' (ELT) approach will be adopted. This will build on the successful model that has been adopted during the COVID-19 crisis, the current Ukrainian Refugee Crisis and Cost of Living Crisis and the funding opportunities around Levelling Up and UKSPF. This has involved enabling key senior managers across the organisation to form taskforces to support SLT and provide a proactive and collaborative approach in dealing with key challenges and opportunities faced by the Council.

The key benefits of this approach will help:

- Empower aspiring leaders and individuals within the organisation
- Develop individuals
- Nurture talent within the organisation
- Enable closer cross service corporate working
- Provide for better informed decision making
- Enhanced resilience of management capacity at HBBC
- Improve corporate response and resilience in emergency situations

This arrangement will remain dynamic with appropriate managers and staff seconded to engage in thematic initiatives when the need arises.

3.2 Consultation

Consultation has been undertaken with the two Directors who support the proposals. Engagement has also taken place with the 17 managers that will be direct line reports to the two Directors. There was a high degree of consensus over support to the formal restructure of SLT. Key comments expressed included:

- In context of resource pressures understand need for restructure and savings
- Some concern about capacity - but this will be addressed through the ELT arrangements

- An opportunity to bring services closer together
- Concern over lack of Head of Planning post
- Opportunity to align work across services on rural matters
- Recognise and support need to empower managers as a result of a slimmed down SLT
- Peer support opportunities will arise across the organisation

In terms of the ELT arrangements (which do not require Council approval), the following feedback was received:

- The majority of managers supported the concept
- They liked the fact it would be a dynamic arrangement
- Desire for it not to be too tight or restricted in terms of membership
- See it as improving resilience within the organisation
- Consider it a development opportunity
- Will help address any silo working
- The opportunity to capture and exploit skills and talent from across the organisation
- Building on the Council's Inspire Leadership Programme

The unions have also been consulted and their comments summarised below:

- Noted that job evaluation has taken place for the Director posts
- Queried additional workload/pressure on the proposed ELT
- Queried whether savings will lead to creation of any more posts
- Request pay policy details on senior management - that has since been shared with the Unions

3.3 Other Management Changes

For information at this stage, the Directors will be reviewing other opportunities for management and service realignment following approval of the SLT restructure proposals.

An early commitment that will be implemented as part of a review of the planning service will be the reintroduction of a Head of Planning role within the planning service. This was taken out of the establishment by the former Director of Planning and Environment for efficiency purposes. This will be reported separately as required.

3.4 Job Evaluation

The Chief Executive has engaged the Director of HR and Councillor Development of East Midlands Councils to undertake the Job Evaluation and pay benchmarking exercise for the two Director posts. This has been considered by the three political Leaders of the Council. The implications of this are set out in the financial implications of the report.

4. Exemptions in accordance with the Access to Information procedure rules

4.1 Report to be take in public session.

5. Financial implications [AW]

5.1 The budgeted costs for three director posts prior to any reorganisation, based on the 2022/23 financial year including on-costs is £330,204.

5.2 Following the restructure with two director posts at £90,000 plus oncosts for pension and national insurance, the cost would be £237,111. This is a saving of £93,093.

5.3

Pre-reorganisation budgeted costs		Directors
Salary costs		£250,891
Pensions and NI costs		£79,313
Total		£330,204
Post -reorganisation budget costs		Directors
Salary costs		£180,000
Pensions and NI costs		£57,111
Total		£237,111
Overall Cost /Saving		£93,093

6. Legal implications [MR]

6.1 Section 112 Local Government Act 1972 empowers the Council to appoint such officers as it thinks necessary for the proper discharge of its functions and on such reasonable terms and conditions as it thinks fit

7. Corporate Plan implications

7.1 The proposed restructure plans will enable the council to continue to deliver on the council's corporate plan priorities.

8. Consultation

Details included in the body of the report.

9. Risk implications

9.1 It is the council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with

this decision / project have been identified, assessed and that controls are in place to manage them effectively.

- 9.3 The following significant risks associated with this report / decisions were identified from this assessment:

Management of significant (Net Red) risks		
Risk description	Mitigating actions	Owner
Failure to agree the corporate restructure will impact on the senior management operation of the council and impact on service delivery	The implementation of the SLT restructure arising from recommendations in the report	Bill Cullen

10. Knowing your community - equality and rural implications

- 10.1 The management restructure will assist in delivering the corporate priorities for our rural areas.

11. Climate implications

The new corporate structure will enable the effective leadership of the council's climate change strategy.

12. Corporate implications

- 12.1 By submitting this report, the report author has taken the following into account:

- Community safety implications
- Environmental implications
- ICT implications
- Asset management implications
- Procurement implications
- Human resources implications
- Planning implications
- Data protection implications
- Voluntary sector

Contact officer: Bill Cullen, Chief Executive
Executive member: Councillor Stuart Bray