

**REPORT OF CHIEF EXECUTIVE RE
SENIOR MANAGEMENT STRUCTURE/COST REDUCTIONS**



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: ALL WARDS

1. **PURPOSE OF REPORT**

To seek approval from the Council for revisions to the Senior Management Structure of the Council, which will achieve:

- * a more cohesive approach at Chief Officer level.
- * reduction of total net full year costs by £54,375 per annum.

2. **RECOMMENDATION**

- 2.1 That the Council approve the Senior Management Restructure, as set out in this report, reducing the number of Chief Officers from five to four, with consequent total net full year savings of £54,375 per annum.
- 2.2 That the Council approve the relevant changes to titles and areas of responsibility in the Constitution, as set out in Appendices B and C(ii).

3. **BACKGROUND TO THE REPORT**

- 3.1 Members will be well aware that the financial pressures on local authorities, which we have faced since 2008, will be with us for at least the next five years. This Council has been very effective in addressing these pressures so far, because we had sound financial planning in place in advance of 2008; an approach which continues. We have been fortunate also in the manner in which Members, managers and employees at all levels have worked together to improve the Council's efficiency of operation.
- 3.2 Part of that approach has been to identify and take every opportunity possible to secure additional savings/efficiencies, whilst ensuring that our highly valued and high quality front line services are maintained and even improved.
- 3.3 Because of the vacancy which has arisen at Chief Officer level, the Council has a further opportunity to secure additional net full year savings of £54,375. However, this will require some adjustments to the senior management structure of the organisation, previously agreed and implemented in 2010, when the number of senior managers was reduced from nine to eight. The proposal in this paper is that there be a further reduction to seven - three at Strategic Leadership Board and four at Corporate Operations Board level.
- 3.4 The existing structure is set out at Appendix A. It has one of the five Chief Officers directly accountable to the Chief Executive and two to each of the Deputy Chief Executives. This has meant that the Chief Executive has become directly involved in a number of operational issues which could result in a loss of strategic overview. It has created the perception also of one Chief Officer and their service having precedence over the others. Whilst it is right that the very frontline services within the Street Scene teams should be given due priority, there are other such services (Customer Services, Housing, Revenues and Benefits) which deserve equal attention.

3.5 It has been recognised also that the size and variety of the Street Scene operation has become unwieldy and that the (currently) interim move of Housing Repairs to another Chief Officer should be beneficial as a longer term arrangement.

4. PROPOSED RESTRUCTURE

4.1 In essence, the proposed restructure is simple and is set out at Appendix B. It recommends:

- * that the Chief Officers (Corporate Operations Board) reduce from five to four - thus deleting the post of Chief Officer (Business, Contract and Street Scene Services).
- * that the post of Public Space Manager be redesignated 'Head of Street Scene Services' and be responsible for all the services now based at the Jubilee Building, with the exception of Housing Repairs. The post will be accountable to the Deputy Chief Executive (Community Direction).
- * that the Housing Repairs function be formally transferred to the Chief Officer (Finance, Revenues and Housing Repairs). The post is currently designated 'Chief Officer (Finance, ICT, Asset Management, Audit and Procurement)'.
- * that the Chief Officer (Environmental Health) undertake a day to day Chief Officer support to the Head of Street Scene Services, to avoid the Deputy Chief Executive (Community Direction) becoming ever-involved in operational matters.
- * that the remit of the Chief Officer (Housing, Community Safety and Partnerships) formally include the emerging and increasing management responsibilities for Supporting Leicestershire Families (the 'Troubled Families' initiative) in Hinckley and Bosworth. This is a significant partnership management requirement.
- * that the title of the Chief Officer (Corporate and Customer Resources, Scrutiny and Ethical Standards) be changed to Chief Officer (Corporate Governance and Customer Engagement), with an unchanged remit, which will continue to include the increasing demands of the role of Monitoring Officer.
- * that all four Chief officers will carry a wider corporate management responsibility to ensure the effective operation of all our activities, as set out in revised terms of reference for SLB and COB (see Appendices C(i) and C(ii)).

4.2 In addition, Members are advised that the opportunity is being taken to review the role and grading of those middle managers graded 10 and 11, to ensure that these continue to reflect the requirements of their individual and collective roles. The Job Evaluation process agreed and introduced 2007 will be used for this purpose and the financial implications in this report reflect an estimate of potential additional cost.

4.3 Members will be aware also that we were unable to recruit a suitable candidate for the vacancy of Head of Planning earlier this year. In consultation with those Members involved informally in the selection process, it has been agreed that, in an attempt to attract higher quality candidates, the post be redesignated 'Chief Planning and Development Officer' (not COB status) and receive a market supplement of £6,250, bringing the salary range to between £55,000 and £58,000. These additional costs are contained also within the financial implications of this report.

4.4 Members should note that a reorganisation of the Street Scene Service has been completed and agreed by the Strategic Leadership Board. This will be implemented within the financial implications set out below, at no additional budget cost, and will ensure improved management and administration, particularly in Street Cleansing.

5. CONCLUSION

Members are asked, therefore to consider the recommendations in this report to further consolidate the senior management arrangements of the Council and secure ongoing reductions in management costs of £54,375 per annum.

6. LEGAL IMPLICATIONS

The Constitution requires changes to the senior management structure to be agreed by Council. There are no legal implications arising from the report, the Job Evaluation process must be followed to avoid Equal Pay claims. Where a Market Supplement is applied to a post, this is subject to justification by looking at the employment market and previous recruitment attempts and further it is subject to an annual review as it is considered a temporary payment.

The Constitution changes require a two-thirds majority.

7. FINANCIAL IMPLICATIONS

The savings from the restructure outlined in this report are:

General Fund	£41,287
HRA	£13,088
Total	£54,375

8. CORPORATE PLAN IMPLICATIONS

The recommendations in this report are aimed at ensuring the more effective and co-ordinated delivery of the Council's Corporate Plan.

9. CONSULTATION

9.1 Consultation has taken place between the Chief Executive and the following:

- * Deputy Chief Executives/Chief Officers - individually and collectively.
- * Public Space Manager
- * Business Development and Waste Manager
- * UNISON Branch Secretary – who offered helpful advice on implementation

10. RISK IMPLICATIONS

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

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.

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
By not taking opportunities to reduce costs and improve integration of management, undue pressure could be placed on frontline service costs	Action in the report to reduce management costs, rather than frontline service costs	SA
Potential to place too great a management burden on the Deputy Chief Executive (Community Direction) by detailed responsibility for Street Scene services	Support on a day to day basis will be the responsibility of the Chief Officer (Environmental Health)	RP

11. KNOWING YOUR COMMUNITY - EQUALITY AND RURAL IMPLICATIONS

The recommendations in this report relate to the overall management of the Council and will facilitate the more co-ordinated and integrated approach necessary for the future. This will ensure the more effective consideration and linking of rural and urban issues.

12. CORPORATE IMPLICATIONS

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

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Human Resources implications
- Planning Implications
- Voluntary Sector

Background papers:

Contact Officer: Steve Atkinson, Chief Executive (ext 5606)

Executive Member: Councillor Stuart Bray

**SENIOR MANAGEMENT STRUCTURE
(At 29 April 2013)**

CHIEF EXECUTIVE

**DEPUTY CHIEF EXECUTIVE
(Community Direction)**

**DEPUTY CHIEF EXECUTIVE
(Corporate Direction)
(Section 151 Officer)**

**Chief Officer *
(Housing, Community
Safety and Partnerships)**

**Chief Officer *
(Business, Contract and
Street Scene Services)**

**Chief Officer *
(Corporate & Customer Resources,
Scrutiny & Ethical Standards)
(Monitoring Officer)**

**Chief Officer *
(Environmental Health)**

**Chief Officer *
(Finance, ICT, Asset Management,
Audit and Procurement)**

Head of Planning
Cultural Services Manager

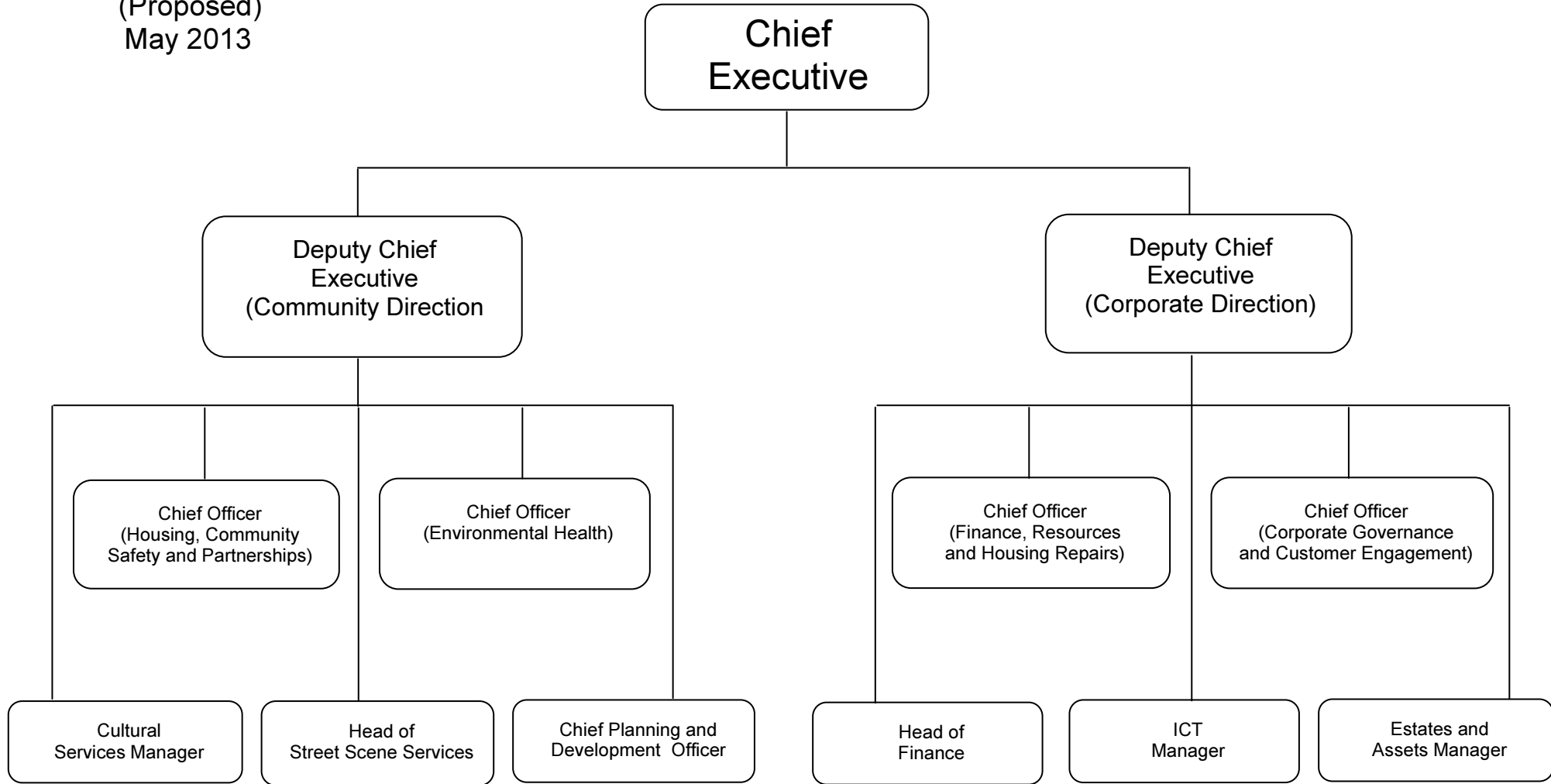
ICT Manager
Estates and Assets Manager
Head of Finance

Strategic Leadership Board (SLB)
Chief Executive
Deputy Chief Executives (2)

Corporate Operations Board (COB)
Chief Officers * (5)

APPENDIX A

Structure Chart
(Proposed)
May 2013



TERMS OF REFERENCE
STRATEGIC LEADERSHIP BOARD

The Strategic Leadership Board (SLB) comprises the following officers of the Council:

- * Chief Executive (Head of Paid Service)
- * Deputy Chief Executive (Community Direction)
- * Deputy Chief Executive (Corporate Direction) (Section 151 Officer)

[The designated Monitoring Officer is the Chief Officer Corporate Governance and Customer Engagement (Monitoring Officer)]

Each of these officers has duties and responsibilities in their own right, both statutory and organisational, as set out in their respective job descriptions. SLB is the senior management body responsible for establishing the Corporate Plan and Strategic Direction of the organisation. It undertakes the day to day management of the Council's activities by ensuring the corporate co-ordination of strategic and policy advice to the Executive, the Council and Scrutiny Commission (including all resources, risk and budgeting matters). SLB ensures that a corporate approach is followed in the implementation of decisions and in taking a lead role in external partnership and communication work, so that the activities of the Council as an organisation and as a community leader effectively and efficiently meet the Council's stated strategic aims.

In addition, SLB has the following responsibilities:

- * Manage and ensure the delivery of the Strategic Aims and Objectives of the Council, as set out in the Corporate and Community Plans.
- * Act as the main strategic interface, individually and collectively, with local, regional and national partners, agencies and departments, to ensure the maximum benefits are gained for the Council and the community, via joint working and effective lobbying/negotiation.
- * Determine grading and specific conditions, such as car allowances (below third tier level), subject to budget availability.
- * Approve the management structure of each service area below Chief Officer level.
- * Approve the Corporate Workforce and People Strategy insofar as it relates to officer development.
- * Take management action on the quarterly budget/expenditure and service performance reports presented to SLB, to ensure budgetary control and high service performance.
- * Ensure the effective operation of the Strategic Risk Management function.
- * Directly oversee the work of and delegate activities to the Corporate Operations Board (COB), appropriate to its Terms of Reference, and agree from time to time an appropriate Work Programme (including prior consideration of reports on the Forward Plan), to ensure a transparent and appropriate division of responsibilities between SLB and COB.
- * Lead the Council's partnership and joint working activities locally and nationally.

April 2013

TERMS OF REFERENCE
CORPORATE OPERATIONS BOARD

The Corporate Operations Board (COB) comprises the following Chief Officers of the Council:

- * Corporate Governance and Customer Engagement (Monitoring Officer)
- * Housing, Community Safety and Partnerships
- * Finance, Resources and Housing Repairs
- * Environmental Health

Each of these officers has duties and responsibilities in their own right both statutorily and organisationally as set out in their job descriptions with the additional responsibilities shown below. Collectively the COB acts as the senior management body responsible for the operational delivery of the duties and functions of the authority in accordance with the Corporate Plan through the Service Improvement Plans. It exists to allow operational decision making, previously referred to the Strategic Leadership Board, to be taken at the appropriate level. Other direct reports to the Deputy Chief Executives will attend COB meetings, as necessary, to inform discussions on relevant specific issues

- * To develop the organisation at a corporate operational level.
- * To make operational decisions.
- * To bring forward and approve operational reports, which go to Members for decision and to consider corporate consequences.
- * To identify and undertake Service Reviews and Task and Finish projects on behalf of SLB as agreed in the Work Programme.
- * To ensure corporate issues are embedded across the organisation.
- * To review all initiatives to ensure that they are corporate and encompass cross service area working.
- * To identify and monitor Transformation Projects.
- * To inform, manage and ensure reports/actions are delivered in accordance with the Forward Plan.
- * To promote and manage the delivery of high performance including service level risk, financial, media and environmental management both independently and jointly with SLB.
- * To identify and develop service improvement programmes across the authority.

To promote personal development of the Chief Officers, the Chair of the Corporate Operations Board shall be rotated every twelve months. The Chair shall attend SLB meetings to present and receive reports and communications, as required.

April 2013