

**BRECKLAND COUNCIL**

**FULL COUNCIL - 6<sup>TH</sup> DECEMBER 2007**

**REPORT OF THE CHIEF EXECUTIVE**

**(Author: Trevor Holden)**

**MINOR STRUCTURAL REORGANIZATION**

**Summary:** The purpose of this report is to seek Council's approval for a revised management structure for Chief Officer and Deputy Chief Officer appointments within the Council.

**1. INTRODUCTION**

1.1 The Council's current Chief/Deputy Chief Officer structure is prescribed within Article 12 paragraph 12.01 of the Constitution, and allows for the appointment of a Chief Executive, Deputy Chief Executive and three Operational Managers. Whilst this structure may have been historically appropriate, the opportunity exists to rationalise the number of Chief/Deputy Chief Officer appointments.

**2. KEY DECISION**

2.1 This is not a key decision.

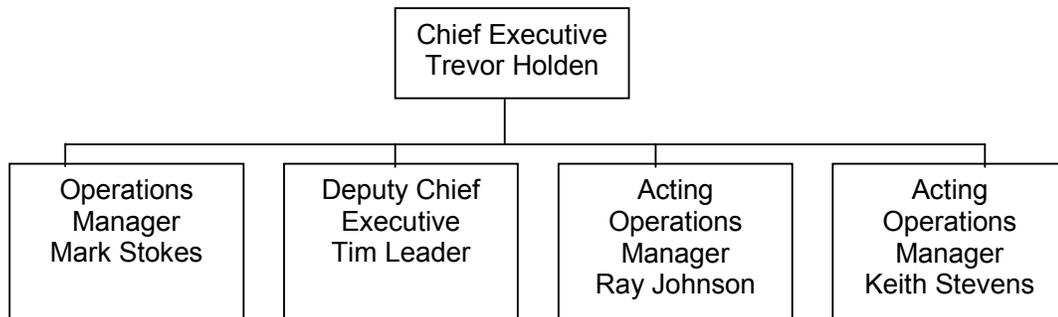
**3. COUNCIL PRIORITIES**

3.1 The matter raised in this report falls within the following Council priorities:

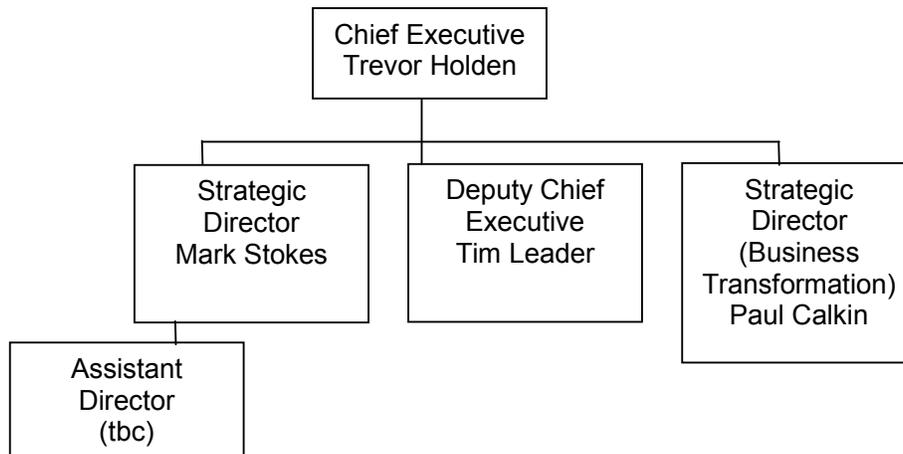
- A safe and healthy environment
- A well planned place to live which encourages vibrant communities
- A prosperous place to live and work

**4. MAIN BODY OF REPORT**

4.1 The Council's officer structure, at a senior level, comprises of a Chief Executive, a Deputy Chief Executive, and three operational managers as shown below.



- 4.2 Following the recruitment of the Chief/Deputy Chief Executives and the Director of Transformation, one of the Operational Managers' posts remains vacant, with duties currently being undertaken by a service manager. (The remaining Operational Manager's post being held by Mark Stokes.)
- 4.2 This vacant post offers the opportunity to rationalise the top tier of management without the financial impact of redundancy, with responsibilities reorganized under a senior team of four, including the Chief Executive.
- 4.3 A copy of the proposed structure is attached at Annex 1 to this report. The revised structure incorporates the following proposals:
- a) Move to a Chief Officer/Deputy Chief Officer structure as follows:



- b) Rename the current Operations Managers as Strategic Directors, which is a more accurate description of their functions within local authority structures.
- c) Reorganize the areas of responsibilities for each Director (Operations Manager) as detailed at Annex 1 to this report.
- d) Introduce the post of an Assistant Director responsible for the Council's Asset Management at Grade 3b/4 £68,867 to £85,065, including on-costs.
- e) Remove one Operations Manager post at Grade 3a £104,974, including on-costs. (Cost based on full on costs of 30% for financial year 2008/08.)
- 4.4 The proposed structure at Annex 1, gives the Strategic Director (Business Transformation) ownership of those areas of business that he is charged with developing into trading platforms or trading platforms which are still progressing towards an optimum solution. By moving away from the current matrix management approach the Director will take complete ownership for service delivery and development throughout the transformation process. It is, however, envisaged that completed projects will be transferred to the appropriate Chief Officer to allow the Director of Transformation to develop new opportunities with other service areas.
- 4.5 The introduction of an Assistant Director is intended to provide senior management of this key area of council business, whilst recognising that this post does not need to be at Director level.
- 4.6 The revised structure at Annex 1 includes the introduction of an officer with specific lead responsibility for the Environmental Strategy ("Green Agenda"). This appointment, from within existing resources, will be responsible for leading this important work across the council.

Should the proposed changes be adopted, the Monitoring Officer will be required to undertake a review of the Council's Constitution to reflect these changes.

#### 4.7 Finance

This proposal will provide greater coherence in the management structure and result in a net saving to the authority.

Delete 1 x Operations Manager @	£104,974
Insert 1 x Assistant Director @	£68,867 to £85,065
Maximum savings of	£36,107 to £19,909

### 5. OPTIONS AVAILABLE

5.1 Retain current structure and organisation. This option is more costly and relies on matrix management to deliver transformation of services.

5.2 Move to a revised structure.

### 6. REASONS FOR RECOMMENDATION(S)

6.1 Clearly there are many models which could be introduced. However, the proposed structure will:

- provide clearer management responsibility and accountability;
- rationalise the senior management team;
- include a specific officer to drive forward the Green Agenda;
- delivering financial savings.

### 7. RECOMMENDATION(S)

7.1 I recommend that the Council:

- 7.1.1 a) adopts the revised management structure at Annex 1 to this report;
- 7.1.2 b) instructs the Council's Monitoring Officer to update the Council's Constitution in 7.1.1 a) above.

#### *Appendices:*

Where appropriate, this report has taken account of the need for compliance with

- The Council's Equal Opportunities Policies and Gender Equality Scheme
- Section 17, Crime & Disorder Act 1998
- Human Rights Act 1998

Section 40, Natural Environment and Rural Communities Act 2006