

BRECKLAND COUNCIL

Report of the Chief Executive to the Full Council - 30th July 2009

STRUCTURAL REORGANISATION

1. Purpose of Report

- 1.1 The purpose of this report is to seek Council's approval for a revised management structure.

2. Recommendations

- It is recommended that the Council/Committee:
- 2.1 Adopt the revised management structure, as detailed at Annex A to this report, with effect from 10th August 2009.
- 2.2 Conduct an internal recruitment only.
- 2.3 Allow any savings identified to be retained.

Note: In preparing this report, due regard has been had to equality of opportunity, human rights, prevention of crime and disorder, environmental and risk management considerations as appropriate. Relevant officers have been consulted in relation to any legal, financial or human resources implications and comments received are reflected in the report.

3. Information, Issues and Options

3.1 Background

- 3.1.1 The Council's current management structure is prescribed at Part 7 of the Council's Constitution as agreed at Council on 18th December 2008. The structure reflected in the Constitution was an interim arrangement put in place to cover the long term absence of the Director of Transformation.
- 3.1.2 Since the adoption of this structure two of the Council's Chief Officers, namely Deputy Chief Executive (Mr Tim Leader) and the Director of Transformation (Mr Paul Calkin) have either left, or have decided to leave, having secured career advancement.

3.2 Issues

- 3.2.1 The Council is now faced with the opportunity to replace the two Chief Officers, or to take the option of reviewing the existing structure and amend it as appropriate in light of, the current focus of the Council and, the context of the possible reorganisation of local government in Norfolk.
- 3.2.2 The Boundary Committee was to have made its recommendation to the Secretary of State, with regard to Local Government arrangements for Norfolk on 15th July 2009. Following successful legal challenge to the process a revised date for the Boundary Committee to provide advice to the Secretary of State is, as yet, undetermined. Nonetheless, the possible reorganisation cannot be discounted when considering the Council's management structures for the following reasons:-

- a) The potential threat of local government reorganisation may put off external applicants from applying for a chief officer role with the authority for fear of subsequent redundancy thereafter;
- b) In light of the above the talent pool for external recruitment may be somewhat restricted;
- c) It could in any event be considered wrong for Breckland to introduce additional senior staff from outside the Norfolk boundary, given that in the event that LGR happens it is likely that the number of redundancies will be a significant cost factor.
- d) Should LGR not happen increased shared services with other authorities may lead to a reduction in the number of chief officer posts across the county.

3.3 Options

3.3.1 In view of the foregoing LGR is considered to be a constraint at the present time albeit that clarity with regard to any reorganisation could reasonably be anticipated within the next 6-12 months. In view of the short term uncertainty coupled with the reasons above it is recommended that the Council adopts the following approach in addressing the vacancies that have arisen within the chief officer cadre:-

- a) Adopts an interim structure as proposed at Appendix A until the position with regard to LGR is certain;
- b) Conducts an internal recruitment process only.

3.3.2 If appointments are offered, these should be at the grades indicated at Appendix A on an interim basis, reviewable six monthly (with the exception of any appointee who already holds chief officer status).

This approach would require a further review to be undertaken following a decision on LGR.

3.3.3 Should LGR or indeed increased shared services models be adopted it is possible that this would lead to a reduction in the number of chief officer posts across the county.

3.4 Reasons for Recommendation(s)

3.4.1 Without doubt a key area of focus for the Council in the short, medium and long term is the delivery of a robust Local Development Framework, Thetford Growth Point, and significant growth across other parts of the district, most notably Attleborough. This key agenda would benefit from a Directorate focus, which brings together the key component parts of the Council charged with delivering the growth agenda. It is therefore proposed to introduce a Planning and Regeneration Directorate.

3.4.2 The interim structure has therefore been constructed to allow for, a focus on regeneration and planning, reflecting the importance of this programme of work. The proposed structure allows for three further directorates, which although relatively modest in size and span of control, will allow focus on delivering key council priorities prior to any decision/implementation of local government reorganisation, or shared services, within the county.

3.4.3 Under the proposed structure there would be four directorates:

- a) Regeneration and Planning
- b) People First
- c) Governance and Finance
- d) Services

3.4.4 Overall the proposed changes in the top levels of management within the authority to achieve the new structure would be as follows:-

	Post	Grade	£
1.	Delete Director of Services	3a	95,390
2.	Delete Director of Transformation	3a	88,905
3.	Delete Asst Director (Assets)	3b	71,412
4.	Delete Asst Director (Governance)	3b	68,217
5.	Delete Deputy Chief Executive and Director of Finance and Governance	2	112,922
			<hr/>
			436,846
6.	Add Director of Services	3b	67,295
7.	Add Director of People First	3b	67,295
8.	Add Deputy Chief Executive and Director of Regeneration and Planning	2	103,571
9.	Add Director of Governance and Finance	3b	67,295
10.	Add Management PA	9	24,307
			<hr/>
			329,763

Including defrayable on costs, and the assumption that the deleted posts are at budgeted point and new appointments will be at the bottom of the grade, the restructure will yield a saving of circa £107,000.

3.4.5 It is proposed that £50,000 of the savings identified are retained within the Council's overall budget to support the development of the contracts management function and the Regeneration and Planning Directorate. With final under spends being confirmed once new appointments have been made.

3.4.6 Aside from the regrouping of services, the following less apparent changes are included in the revised structure:

- The Licensing function is moved to the Services Directorate.
- Emergency Planning and Business Continuity is moved to People First.
- Housing and Environmental Health are merged to form a single service area.

3.4.7 Timescales

Subject to the approval of the revised structure, it is proposed to hold a Member Appointment Panel during August with the revised structure being implemented with effect from August 2009.

The role of the Council's Monitoring Officer and Data Protection Officer is currently held by Mr Leader, a recommendation with regard to this statutory role will be made following the confirmation of appointments.

4. Risk and Financial Implications

4.1 Risk

4.1.1 The key risk is that suitable candidates do not apply for the appointments given the nature of the proposal, and lack of clarity over LGR.

4.2 Financial

4.2.1 Proforma B attached.

5. Legal Implications

5.1 The proposed restructure will place two members of staff at risk of redundancy.

6. Other Implications [*Insert statement or confirm 'none' as appropriate at each sub-paragraph*]

a) Equalities: None

b) Section 17, Crime & Disorder Act 1998: None

c) Section 40, Natural Environment & Rural Communities Act 2006: None

d) Human Resources: None

e) Human Rights: None

f) Other: None

7. Alignment to Council Priorities

7.1 This restructure will support the delivery of each of the Council's priorities, but specifically sits under the Council's objective to maximise the potential of its people to meet current and future demands.

8. Ward/Community Affected

8.1 All wards and parishes.

Background Papers

Lead Contact Officer:

Name/Post: Trevor Holden

Telephone:

Email:

Key Decision Status (Executive Decisions only):

Non-Key

Appendices attached to this report:

Appendix A