

# Public Document Pack



Stephen McGrath – Member Services Manager  
General Enquiries: Telephone No. 01362 656870  
Member Services Fax No. 01362 690821  
DX743950 Dereham 2

To The Members of the Council

Our Ref: SNC/L.18  
Contact: Sheila Cresswell  
Direct Dial: 01362 656381  
E-mail: sheila.cresswell@breckland.gov.uk  
Date: 03 June 2010

## **AGENDA SUPPLEMENT**

Dear Sir/Madam

### **EXTRAORDINARY COUNCIL - TUESDAY 8 JUNE 2010**

I refer to the agenda for the above-mentioned meeting and enclose the following item:

<b>Item No</b>	<b>Report Title</b>	<b>Page Nos</b>
4.	<u>Breckland Council High Level Structures</u> Report of the Chief Executive.	1 - 15

Yours faithfully

*Sheila Cresswell*

Committee Officer

**BRECKLAND COUNCIL**

**Report of the Chief Executive to Full Council**

**EXTRAORDINARY MEETING OF FULL COUNCIL - 8<sup>th</sup> JUNE 2010**

**BRECKLAND COUNCIL - HIGH LEVEL STRUCTURES**

**1. Purpose of Report**

This report seeks Council's approval to agree a portfolio and high level structure for the Council following South Norfolk's stated intent to withdraw from the Shared Services project.

**2. Recommendations**

It is recommended that Council:

- 2.1 rescind Council's decisions with regards to Shared Services taken on 13<sup>th</sup> May 2010;
- 2.2 agree the revised portfolio, senior management structure and grades at Appendix 1 to this report;
- 2.3 authorise the recruitment of a Breckland Chief Executive and, if required, the Director(s) appointments through external advert, as soon as is practically possible;
- 2.4 subject to 2.3 above, agree a budget of up to £50,000 for the recruitment process;
- 2.5 authorise the recruitment of Chief Officers to fill any vacant appointments within the revised structure at Appendix 1 through internal recruitment in the first instance with external recruitment authorised should it be required.

**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**

At its meeting on 13<sup>th</sup> May 2010 Council was asked to consider a report on Shared Services, with the intention of progressing the Shared Services agenda with South Norfolk. Specifically, Council resolved that:

- a) Alignment of Cabinet portfolios (consistent with South Norfolk).
- b) Agreement of the interim corporate management structure (joint across both authorities).
- c) The internal recruitment of interim Joint Directors with the exception of the joint interim Director of Transformation (see Resolution (h)), with external recruitment only being undertaken where a role cannot be filled by the process set out in para 4.4 of the report.
- d) That all interim appointments would be up to 31 December 2010, but may be dis-established earlier as required, or extended by approval of both Councils.

- e) Directors will be paid based on current salary levels (and associated benefits) of current Director posts. Any subsequent additional performance related pay for Interim Joint Directors and the Interim Deputy Chief Executive would be subject to the agreement of the Interim Joint Chief Executive and the Leaders, and subject to any existing, relevant Council policies or procedures
- f) No appointments will be made to Chief Officer or Deputy Chief Officer appointments without the prior approval of both Cabinets. For the purpose of this recommendation, Chief Officers are defined to be all members of the Corporate Management Team and Deputy Chief Officers are defined as officers who are required to report directly or are directly accountable to one or more of the chief officers.
- g) To establish a joint Member Interview Panel with delegated authority to recruit all interim Joint Chief and Deputy Chief Officers. The Panel to consist of the Leaders, Deputy Leaders and the Leader of the Opposition of each Authority, and the relevant portfolio holder, supported by both the Interim Joint Head of Paid Service and the Interim Joint Deputy Chief Executive, where these appointments have been made.
- h) An immediate open contest to appoint a joint interim Director of Transformation for a fixed term of up to 18 months only, subject to the approval of the Business Plan.  
(The Chief Executive said that, at this stage, there was no expectation that the process would go beyond 18 months. However, if it did, there would be the opportunity to re-visit this decision if appropriate or desired).
- i) The total salary costs of the Joint Corporate Management Team will be shared equally across both authorities, with the exception of the proposed interim Head of Paid Service, which would be the subject of a separate contract between Breckland and South Norfolk District Councils.
- j) Subject to agreement to proceed with the shared services arrangements by both Councils in June, the recruitment to a Permanent Joint Chief Executive is commenced with an advert to be placed in early September and an appointment offered by the 1 December 2010 and details of the process and cost will be incorporated in the report presented to the June Council meetings.

3.1.1 As Councillors will be aware from the media and from correspondence from the Chief Executive, we have been made aware that the lead political group at South Norfolk have decided not to progress the Shared Services project. Albeit this position has yet to be ratified by South Norfolk's Council, we believe this will be the case at their meeting on 21<sup>st</sup> June 2010. This is a regrettable situation, not least given the level of predicted savings and the fact that a meeting of the Joint Overview and Scrutiny Committee on 18<sup>th</sup> May 2010 agreed to commend the Business Case to both authorities. The Business Case shows estimated savings of some £9.5 million over the first four years and £4 million collectively thereafter, representing two thirds of the collective council tax generated across both authorities (Breckland circa £2 million council tax, South Norfolk circa £4 million).

## 3.2 Current Situation

3.2.1 In view of the foregoing, it has proven impossible to enact the recommendations in the Shared Services report of 13<sup>th</sup> May 2010. Furthermore, it has also resulted in the withdrawal of all shared officer posts. With regard to the appointment of a Joint Interim Chief Executive it has, therefore, not been possible to agree terms and conditions. The effect of this is to leave Breckland with gaps across its Chief Officer structure.

3.2.2 Specifically, the Chief Executive will leave the authority on 27<sup>th</sup> June 2010. Additionally, the Director of Governance and Finance post, which was a joint appointment, is now vacant. The Director of Communities post was filled on an

interim basis, but was vacated as part of the Shared Services agenda, the Director of Organisational Development post continues to be filled on an interim basis, with the current arrangement ending in August 2010 (see background paper Structural Reorganisation 30 July 2009), leaving the Deputy Chief Executive as the only permanent Chief Officer in the authority after June 2010. This situation was created in order to allow the Shared Services project to be delivered with minimal potential of redundancy costs. Given, however, that this project is no longer available there is an urgent need to provide clear and stable management for the paid service of the authority.

- 3.2.3 The political and senior officer structures put forward in the report to Council of 13<sup>th</sup> May 2010 were as a result of compromise in order to facilitate the delivery of shared services, and do not represent the optimum solution for Breckland acting independently. A revised structure chart reflecting proposed portfolio and chief officer structures, therefore, been produced at Appendix 1. Revised job descriptions for the two Director appointments are attached at Appendix 2. This revised structure removes the vacant Director post responsible for finance and governance at a saving of some £78,428 per year representing salary and on-costs at mid-range point. The proposed structure, however, seeks to upgrade one of the two remaining Director posts from a grade 3b to 3a (reflecting the significant additional responsibilities proposed). This would however still deliver a saving of net £59,984.

### 3.3 Options

- 3.3.1 The principal options open to the council are to recruit to the current vacancies in line with the revised structure. This option would provide stability to the paid service and provide the council with strong management as it seeks to address the impact of public sector spending cuts.
- 3.3.2 There is of course an option not to recruit and to seek another partner authority in the place of South Norfolk, in order to optimise some of the potential savings identified within the Sector Shared Service report. The risk with this option is that it would leave the Council's paid service with interim management for an undetermined period.
- 3.3.3 Whilst already engaged in initial talks to exploit the clear savings potential offered by shared services the council will need to ensure strong and stable management if such options are to be successfully pursued.
- 3.3.4 With regards to the recruitment of the new Chief Executive (and potentially Directors appointments) it is essential that the highest possible candidates are attracted which may require the engagement of external consultants, hence a budget of up to £50,000 has been requested. The potential to run a recruitment campaign using the Council's own HR team will also be considered as part of the bidding process, which has the potential to greatly reduce the cost of the Council.

### 3.4 Reasons for Recommendation(s)

- 3.4.1 Should the proposed structure be agreed, it is recommended that Council authorise the immediate recruitment of a Chief Executive through external competition and that a budget of up to £50,000 is agreed to secure the services of a commercial recruitment agency. It is further recommended that an internal recruitment is undertaken for each of the vacant Director posts, and that where these posts cannot be filled internally, an external recruitment is undertaken along with the process for

the Chief Executive.

- 3.4.2 For the period between the departure of the current Chief Executive and the arrival of any new appointee, the Staff Appointments Panel should be asked to make a recommendation to Council on 24<sup>th</sup> June 2010. It is also recommended that the Staff Appointments Panel be convened in order to conduct an internal recruitment process for the Chief Officer Appointments prior to Council on the 24<sup>th</sup> June 2010.
- 3.4.3 The proposed changes outlined in the preceding paragraphs will, if agreed, provide the Council with an appropriate senior management structure at Director level and above. It is, however, anticipated that a review of management grades below this level will be required to allow the authority to respond to anticipated reductions in government funding from financial year 2011/12 onwards.
- 3.4.4 Should Council approve the recommendations contained in this report it is proposed to hold an interview panel prior to Council on 24<sup>th</sup> June 2010.

#### **4. Risk and Financial Implications**

##### **4.1 Risk**

- 4.1.1 The key risk associated with this report is a failure to provide clear and stable leadership for the Officer Cadre of the Authority with concomitant impact on the authority's performance and service delivery.

##### **4.2 Financial**

- 4.2.1 A Proforma B is attached to this report.

#### **5. Legal Implications**

- 5.1 Implicit within Report

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

- a) Equalities:
- b) Section 17, Crime & Disorder Act 1998:
- c) Section 40, Natural Environment & Rural Communities Act 2006:
- d) Human Resources:
- e) Human Rights:
- f) Other: [e.g. Children's Act 2004]

#### **7. Alignment to Council Priorities**

- 7.1 All

#### **8. Ward/Community Affected**

- 8.1 All

Background Papers

*Shared Services Report, 13 May 2010*

*Structural Reorganisation Report, 30 July 2009*

-

Lead Contact Officer:

*Name/Post: Trevor Holden*

*Telephone: 01362 656286*

*Email: chief.executive@breckland.gov.uk*

Key Decision Status (Executive Decisions only):

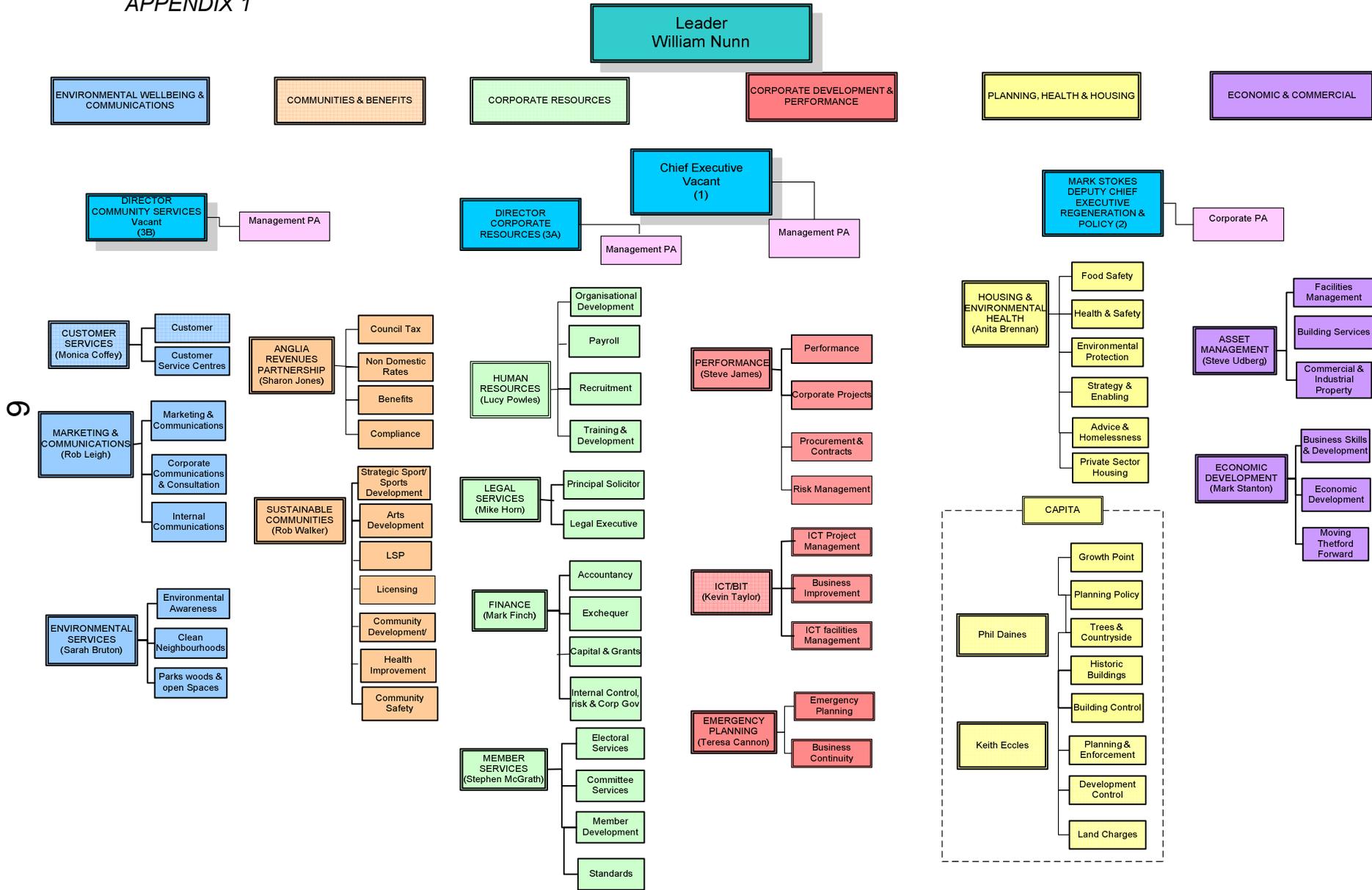
*Key Decision*

Appendices attached to this report:

*Appendix 1 – Organisational Structure*

*Appendix 2 – Job Descriptions*

APPENDIX 1



**BRECKLAND COUNCIL  
JOB DESCRIPTION**

<b>POST NO.</b>	tbc
<b>DATE ISSUED</b>	June 2010
<b>JOB TITLE</b>	Director of Corporate Resources
<b>GRADE</b>	tbc
<b>PORTFOLIO</b>	Corporate Resources, Development & Performance
<b>SERVICE/FUNCTION AREA</b>	Corporate Resources
<b>CONTEXT OF WORK</b>	This post is based at the Elizabeth House, Dereham  The successful candidate will be required to provide leadership to a variety of service areas and functions within the Council, and to work in partnership with Elected Members and a variety of stakeholders on strategic policies and agendas.
<b>JOB PURPOSE</b>	To support the Chief Executive and the Council in the strategic delivery of high quality services for the local people of Breckland
<b>RESPONSIBLE TO</b>	Chief Executive
<b>RESPONSIBLE FOR</b>	Human Resources, Member Services, Finance, Legal, Performance, ICT & Emergency Planning
<b>LIAISON WITH</b>	All Members and Officers of the Council and external partners
<b>MAIN RESPONSIBILITIES</b>	<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>• Council's Monitoring Officer</li> <li>• To discharge the duties of the Council's Chief Financial Officer/Section 151 Officer</li> <li>• To support the Chief Executive and the Council in formulating and delivering the Council's strategic policy agenda for fulfilling its community leadership role.</li> <li>• To provide the leadership and vision necessary to co-ordinate the activities of a related Portfolio of services (as defined in the attached appendix) and to motivate staff to deliver high levels of performance and to develop their full potential.</li> <li>• To commission the delivery of integrated, accessible, high quality services to the local people of Breckland</li> </ul>

and to bring about continuous improvement year on year.

- To act as champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the Council's services.
- To work in partnership with Elected Members and a variety of stakeholders in a specified geographical area of the Council to secure joined up working and look after local interests.
- To act as an 'ambassador' for and to promote the Council locally, regionally and nationally.
- To ensure the Council meets its statutory obligations and that the highest standards of governance, probity and good conduct are maintained at all times.

### **Key Accountabilities**

#### **Strategic Management**

- To make an active and positive contribution to the Council's strategic plans and policies, as well as to the process of implementing cultural change and organizational development and facilitate the creation of a common purpose across the organization, by team working as a member of the Corporate Management team.
- To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented, to time, standard and within agreed budgets.
- To seek innovative and creative solutions to meeting the Council's Business Plan objectives and improvement within finite resources.
- To promote equality of opportunity and access in service delivery and in the employment of staff.
- To communicate the Council's vision, the Council's priorities, objectives, and processes effectively, both internally to staff and externally to partners, agencies and the public.
- Lead by example by promoting and acting consistent with, at all times, the Council's values.

#### **Service, Quality and Performance Management**

- To ensure that services in your Directorate are planned and delivered in a co-ordinated way and in compliance with the Council's policies.
- To ensure the formulation, implementation, monitoring and evaluation of Statutory and non-Statutory service plans and business plans for each of the service areas in your Directorate, identifying, analyzing and responding to changing trends, patterns of demand and performance issues, as required.
- To ensure that service delivery and planning in your

Directorate takes account of, and is benchmarked against, national and local performance indicators and contributes to the objectives and targets set out in the Council's Business Plan, Annual Delivery Plan and individual Team Service Plans.

- To put in place effective arrangements for agreeing personal targets for all staff within your Directorate and for regularly appraising and reporting on their performance consistent with the Council's policies.
- Ensure high standards of performance of all staff and acknowledge good performance and tackle poor performance positively and effectively.
- To identify and provide opportunities for meeting the professional development needs of senior managers within the Directorate.
- To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.
- To be accountable for ensuring compliance across the Directorate with the highest standards of Health and Safety.

#### **Resource Management**

- To contribute to the Council's efficiency agenda recognizing the challenges on public spending, beyond CSR 07.
- To regularly review and evaluate the resource requirements of the Directorate in terms of both maintaining essential service delivery and proactively bringing about improvement and development.
- To ensure the efficient, and imaginative, management of all of your Directorate's resources (staff, finance, property and information), in support of the Council's agreed targets for service delivery, improvement and efficiency.
- To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with and that such resources are integrated fully into the Council's processes.
- To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

#### **Partnership Working and Communication**

- To develop and maintain the wider networks and partnerships the Council needs to deliver its Community leadership role and to enhance services to its local communities.
- To actively foster and develop positive relationships

	<p>with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.</p> <ul style="list-style-type: none"> <li>• To develop and implement effective arrangements for formal consultation, with local agencies and partners and with the public, on service planning and delivery issues and for ensuring that comments received feed into policy and decision making, as appropriate.</li> <li>• To contribute to the Council's Corporate Communication strategies, which include maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.</li> <li>• As a member of Corporate Management Team to act as the Council's duty executive as part of an on call rota.</li> </ul> <p><b>As an employee of Breckland Council you must comply with the Health &amp; Safety policy and attend the compulsory Health &amp; Safety training as and when requested.</b></p> <p><b>You will be required to undertake any necessary training to enable you to perform your duties effectively.</b></p> <p><b>You will be required to follow the Breckland Equality Scheme to ensure that services are delivered in a manner which is fair for all sectors of the community.</b></p> <p><b>You will be required to make yourself aware of, and work within, the Data Protection Policy.</b></p> <p><b>Responsibility for the management/supervision of staff, including motivating, conducting appraisals, identifying training and developing needs and putting in place activities to meet those identified needs.</b></p>
<b>OTHER CONDITIONS</b>	<p>The appointment is subject to the scheme of conditions of service as agreed by the National Joint Council for Local Government Services as amended by local collective agreements.</p>
<b>SALARY</b>  <b>LEAVE</b>  <b>WORKING HOURS</b>  <b>CAR ALLOWANCE</b>  <b>PENSION</b>	<p>£ xxx per annum</p> <p>30 days per annum plus 8 bank holidays</p> <p>The standard working hours are Monday to Thursday 9.00am to 5.30pm, Friday 9.00am to 5.00pm.</p> <p>Essential</p> <p>The postholder would be eligible to join the Local Government Pension Scheme</p>

**BRECKLAND COUNCIL  
JOB DESCRIPTION**

<b>POST NO.</b>	tbc
<b>DATE ISSUED</b>	June 2010
<b>JOB TITLE</b>	Director of Community Services
<b>GRADE</b>	3b
<b>PORTFOLIO</b>	Cabinet
<b>SERVICE/FUNCTION AREA</b>	Chief Executives
<b>CONTEXT OF WORK</b>	This post is based at the Elizabeth House, Dereham  The successful candidate will be required to provide leadership to a variety of service areas and functions within the Council, and to work in partnership with Elected Members and a variety of stakeholders on strategic policies and agendas.
<b>JOB PURPOSE</b>	To support the Chief Executive and the Council in the strategic delivery of high quality services for the local people of Breckland
<b>RESPONSIBLE TO</b>	Chief Executive
<b>RESPONSIBLE FOR</b>	Customer Services, Communications and Marketing, Anglia Revenues Partnership, Environmental Services and Sustainable Communities
<b>LIAISON WITH</b>	All Members and Officers of the Council and external partners
<b>MAIN RESPONSIBILITIES</b>	<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>• To support the Chief Executive and the Council in formulating and delivering the Council's strategic policy agenda for fulfilling its community leadership role.</li> <li>• To provide the leadership and vision necessary to co-ordinate the activities of a related Portfolio of services (as defined in the attached appendix) and to motivate staff to deliver high levels of performance and to develop their full potential.</li> <li>• To commission the delivery of integrated, accessible, high quality services to the local people of Breckland and to bring about continuous improvement year on year.</li> <li>• To act as champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the</li> </ul>

Council's services.

- To work in partnership with Elected Members and a variety of stakeholders in a specified geographical area of the Council to secure joined up working and look after local interests.
- To act as an 'ambassador' for and to promote the Council locally, regionally and nationally.
- To ensure the Council meets its statutory obligations and that the highest standards of governance, probity and good conduct are maintained at all times.

### **Key Accountabilities**

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- To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.
- To be accountable for ensuring compliance across the Directorate with the highest standards of Health and Safety.

### **Resource Management**

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- To regularly review and evaluate the resource requirements of the Directorate in terms of both maintaining essential service delivery and proactively bringing about improvement and development.
- To ensure the efficient, and imaginative, management of all of your Directorate's resources (staff, finance, property and information), in support of the Council's agreed targets for service delivery, improvement and efficiency.
- To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with and that such resources are integrated fully into the Council's processes.
- To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

### **Partnership Working and Communication**

- To develop and maintain the wider networks and partnerships the Council needs to deliver its Community leadership role and to enhance services to its local communities.
- To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.
- To develop and implement effective arrangements for formal consultation, with local agencies and partners

	<p>and with the public, on service planning and delivery issues and for ensuring that comments received feed into policy and decision making, as appropriate.</p> <ul style="list-style-type: none"> <li>• To contribute to the Council's Corporate Communication strategies, which include maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.</li> <li>• As a member of Corporate Management Team to act as the Council's duty executive as part of an on call rota.</li> </ul> <p><b>As an employee of Breckland Council you must comply with the Health &amp; Safety policy and attend the compulsory Health &amp; Safety training as and when requested.</b></p> <p><b>You will be required to undertake any necessary training to enable you to perform your duties effectively.</b></p> <p><b>You will be required to follow the Breckland Equality Scheme to ensure that services are delivered in a manner which is fair for all sectors of the community.</b></p> <p><b>You will be required to make yourself aware of, and work within, the Data Protection Policy.</b></p> <p><b>Responsibility for the management/supervision of staff, including motivating, conducting appraisals, identifying training and developing needs and putting in place activities to meet those identified needs.</b></p>
<p><b>OTHER CONDITIONS</b></p>	<p>The appointment is subject to the scheme of conditions of service as agreed by the National Joint Council for Local Government Services as amended by local collective agreements.</p>
<p><b>SALARY</b></p> <p><b>LEAVE</b></p> <p><b>WORKING HOURS</b></p> <p><b>CAR ALLOWANCE</b></p> <p><b>PENSION</b></p>	<p>£54,311 - £66,763 per annum</p> <p>30 days per annum plus 8 bank holidays</p> <p>The standard working hours are Monday to Thursday 9.00am to 5.30pm, Friday 9.00am to 5.00pm.</p> <p>Essential</p> <p>The postholder would be eligible to join the Local Government Pension Scheme.</p>

**RECKLAND COUNCIL**

**PROFORMA FOR EXECUTIVE MEMBER APPROVAL OF THE RELEASE OF RESOURCES  
(CAPITAL AND REVENUE BUDGETS)**

FROM: Mark Finch (Head of Finance)

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS  
IN RESPECT OF THE ATTACHED

REPORT: **Council – 8<sup>th</sup> June 2010**

REPORT DATE: **4<sup>th</sup> August 2009**

	£ Year 1 2009/10	£ Year 2 2010/11	£ Year 3 2011/12	£ Year 4 2012/13	£ Year 5 2013/14
<b>Capital</b>					
<b>Revenue</b>					
Recruitment costs	50,000	0	0	0	0
Salary saving circa	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
<b>Total Capital + Revenue</b>	<b>(10,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>

**Funding required:**

Total capital cost      £0

**Considered by:**

Exec Board

**Date:**

Revenue cost      £10,000

Cabinet

**Financial Services Comments**

The report proposes that the process for recruiting a Chief Executive begins straight away, and that a reduction is made to the Corporate Management Team Structure by not filling one of the vacant Director posts. The figures in the report are based on assumed mid-grade salaries plus pension and employer's national insurance contributions. Actual savings compared with budget will be less, as the previous post-holder of one of the vacant posts was not a member of the pension scheme; therefore a lower figure is reflected in the budget. However savings from holding this post vacant from the beginning of the year, coupled with ongoing savings from not filling it at this stage will more than cover the budget request of £50,000 for recruitment of a Chief Executive and an uplift in one of the Directors' salaries.

**Risk**

External recruitment may cost more than the £50,000 budget allocated, especially if any of the Director posts are not filled internally. Delay in recruitment could impact leadership, performance and service delivery.

**Procurement**

Selection of a recruitment agency should follow procurement standards unless an exception to standing orders is granted.

**Value for Money Efficiency**

The report identifies ongoing efficiencies.

This PB is valid for 3 months from PB date	If this PB is not longer required please advise Finance	If there are changes to the original report it may invalidate this document, it must be reviewed by Finance.
03/06/2010	Page 15 of 15	D:\moderngov\Data\AgendaItemDocs\6\5\4\A100010456\ExtraordinarymeetingFullCouncilFINAL0206100.doc