



**Committee: CABINET**

**Date: TUESDAY, 15 MAY 2018**

**Venue: MORECAMBE TOWN HALL**

**Time: 7.00 P.M. OR AT THE RISE OF THE OVERVIEW AND SCRUTINY  
COMMITTEE – WHICHEVER IS THE LATER**

## **A G E N D A**

The meeting has been called to consider any referral decisions back to Cabinet, which may arise, from the Overview and Scrutiny Committee meeting held on Tuesday 15<sup>th</sup> May 2018. If there are no referrals from the meeting of the Overview and Scrutiny Committee, the meeting will be abandoned.

### **1. Apologies**

### **2. Declarations of Interest**

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

### **3. Exclusion of the Press and Public**

Whilst the report is public, Cabinet is recommended to pass the following recommendation if it becomes necessary to refer to the information within the exempt Appendix:-

"That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraphs 1 & 2 of Schedule 12A of that Act."

Members are reminded that, whilst the following Appendix has been marked as exempt, it is for Cabinet itself to decide whether to consider it in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local

Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

4. **Executive Team: Roles and Structure** (Pages 1 - 13)

To consider any such call-in referral from the Overview and Scrutiny Committee held on Tuesday 15<sup>th</sup> May 2018.

**ADMINISTRATIVE ARRANGEMENTS**

**(i) Membership**

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Darren Clifford, Brendan Hughes, James Leyshon, Margaret Pattison, Andrew Warriner and Anne Whitehead

**(ii) Queries regarding this Agenda**

Please contact Liz Bateson, Democratic Services - telephone (01524) 582047 or email [ebateson@lancaster.gov.uk](mailto:ebateson@lancaster.gov.uk).

**(iii) Changes to Membership, substitutions or apologies**

Please contact Democratic Support, telephone 582170, or alternatively email [democraticsupport@lancaster.gov.uk](mailto:democraticsupport@lancaster.gov.uk).

SUSAN PARSONAGE,  
CHIEF EXECUTIVE,  
TOWN HALL,  
LANCASTER, LA1 1PJ

Published on Friday 4<sup>th</sup> May, 2018.

**CABINET**

## Executive Team: Roles and Structure 24 April 2018

### Report of the Chief Executive

<b>PURPOSE OF REPORT</b>				
To enable Cabinet to consider a revised structure for the Executive Team, and give approval for the Chief Executive to commence formal consultation.				
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>		<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>		25 March 2018		
This report is public. Appendix 1 to this report exempt from publication by virtue of paragraphs 1 and 2 of Schedule 12a of the Local Government Act 1972				

#### OFFICER RECOMMENDATION

- (1) That Cabinet agree to proceed with a consultation with Chief Officers and other parties for changes to the senior management structure.
- (2) That Cabinet invite Personnel Committee to consider the approaches in relation to recruitment and appointments to the proposed new structure.
- (3) To note that a report will be presented to Cabinet following conclusion of consultation

#### 1.0 Background

The Council has developed highly ambitious plans in its draft Council Plan for enhancing the economy, environment and neighbourhoods and communities' wellbeing. This is underpinned by collaboration, facilitation and place-shaping. It has set out its priorities and vision for the district to thrive as a vibrant regional centre in the north west of England in its draft plan. One of the Council's four Ambitions for 2018-22, is to be a Smart and Forward-Thinking Council. The Council has also identified four principles which describe the approach it aims to take through its work; of particular relevance here is the stated principle of taking a "business-like approach".

There are a number of initiatives currently underway which will contribute heavily to the future ambitions of the Council, such as the development of a commercial agenda, the delivery of major regeneration initiatives, the investigation of local authority trading companies and the pursuit of a much enhanced digital agenda. In addition the Council needs to consider, at the same time, more radical plans which enable:

- A focus on the district as a place for investment
- The delivery of excellent services in the most efficient way

- The highest level of customer satisfaction, and
- Strengthening leadership at a senior level

- 1.1 The starting point for this work is to consider the future structure of the senior team.
- 1.2 Prior to finalising this report, consultation has taken place on its content with the LGA, North West Employers and SOLACE.

### **2.0 Senior Team Restructure**

A need to restructure the senior team was identified in August 2015 by the previous Chief Executive. The proposal was rejected at the time as Cabinet felt the new Chief Executive (due to take up the post in July 2016) should consider and agree any structural changes.

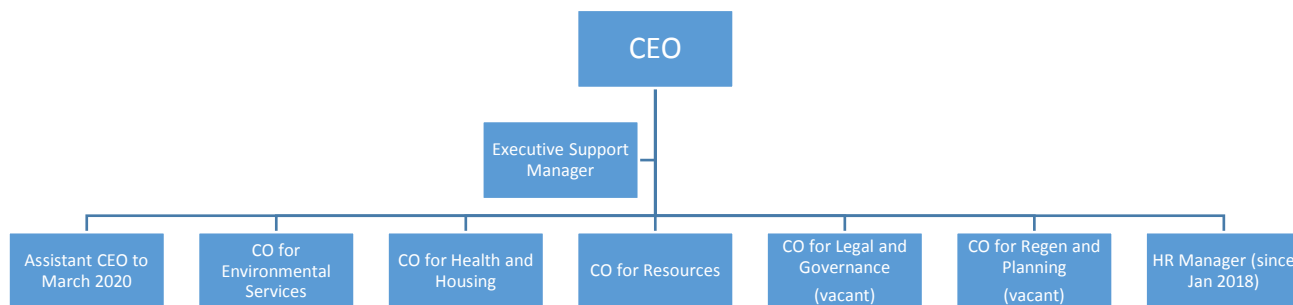
Since the current Chief Executive took up the role, the Council has reviewed its priorities and is now ready to start to work towards agreeing a new structure to effectively deliver on those priorities. The key aims of this proposed plan to restructure are to:

- Introduce a new structure with clearly defined senior roles which enable a strengthening of strategic focus on service provision and delivery, growth and sustainability
- Ensure the right skills are in place for each permanent role at Executive Team level to help shape and successfully drive forward the challenging agenda for the Council
- Bring together a cohesive and supportive team to deliver change

Additional to the potential benefits of a redefined structure is the opportunity this project gives the Council in relation to terms and conditions for senior staff, to create a remuneration structure for the senior team which enables the Council to retain and attract the highest possible standards of talent at this level. A separate exercise has been carried out to benchmark remuneration structures, and this will be reported to Personnel Committee for consideration.

The initial proposal for a new Executive Team Structure is based on what is considered to be appropriate for the Council both now, and for the coming years. Where previous restructures have been in response to an identified need to reduce spend on staffing, this proposal is about the structure the Council needs to put in place to progress an ambitious agenda moving forward. Additionally, this proposal will bring savings to the Council in the longer term should it be implemented.

The Council's existing Structure, at a senior level, is as follows:



Outlined in Appendix 1 is the proposed new structure, together with the rationale and the proposed plan for consultation and implementation.

**Appendix 1 is classed as exempt from publication by virtue of paragraphs 1 and 2 of Schedule 12a of the Local Government Act 1972**

### 3. Costs

Council approved in February 2018 a medium term financial strategy which outlines a saving requirement of £2.403M by 2021/22. The implementation of the Council's senior management reorganisation is to ensure capacity at a strategic level to enable the delivery of the savings required, and to maintain a balanced budget whilst delivering effective or improved services.

Specific costs relating to this proposal are outlined in the Appendix.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>  The strategic rationale is set out in the body of this report.
<b>CONCLUSION OF IMPACT ASSESSMENT</b> <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</b>  No direct impact at this stage.
<b>LEGAL IMPLICATIONS</b>  Consultation is a requirement for the proposed restructure, which must be meaningful and proportionate as set out in the Appendix.
<b>FINANCIAL IMPLICATIONS</b>  The financial implication are set out in the appendix to this report.
<b>OTHER RESOURCE IMPLICATIONS</b>  <b>Human Resources:</b> This report has been prepared with HR advice and includes information about HR implications.  <b>Information Services:</b> Not applicable  <b>Property:</b>

It may be necessary to review accommodation as a result of the proposed staffing changes.

**Open Spaces:**

Not applicable

**SECTION 151 OFFICER'S COMMENTS**

Section 151 Officer approval has not been provided due to conflict of interest, and as this is a fiduciary duty, it is not possible for external sign-off as Section 151 Officer. However, technical financial advice has been sought and provided externally by the Local Government Association, to provide challenge and comment on the development and content of the final report.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted on this report and has no further comment.

Due to the potential conflict of interest for the Council's Section 151 Officer, I am satisfied that the use of specialist financial advice from the LGA is a reasonable and proportionate safeguard.

**BACKGROUND PAPERS**

**Contact Officer: Dave Rigby**

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**E-mail: [darigby@lancaster.gov.uk](mailto:darigby@lancaster.gov.uk)**

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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