

## Cabinet and Personnel Committee

### Chief Officer Structure Update including Deputising Arrangements for the Chief Executive

25 June 2013

#### Report of the Chief Executive

PURPOSE OF REPORT					
To advise Cabinet and Personnel Committee on the current position following the retirement of the Head of Community Engagement and to seek Cabinet's agreement to recommend that Personnel Committee approves the disestablishment of the post of Head of Community Engagement.					
Key Decision		Non-Key Decision	X	Referral from Cabinet Member	
Date Included in the Forthcoming Key Decision Notice					N/A
This report is public.					

#### Recommendations

1. That Cabinet agrees to recommend to Personnel Committee that the post of Head of Community Engagement be disestablished, with the revenue budget being updated accordingly if approved.

#### 1.0 Background

- 1.1 In February 2012, the Chief Executive reported to Cabinet options for the future management of the council at a senior level. The report set out two options; the officer preferred option being for the disestablishment of the deputy chief executive post and for all remaining chief officers (Service Heads) to report direct to the Chief Executive. This option was supported by Cabinet and approved by the Personnel Committee and the revised arrangements were introduced in April 2012.
- 1.2 In February 2013, Personnel Committee was provided with an update on the revised arrangements and advised that in January 2013, the Head of Community Engagement gave notice of his retirement, which took effect from the 31 March 2013.
- 1.3 Interim arrangements were introduced on the 01 April 2013 in respect of direct line management responsibility for the Community Engagement Assistant Heads of Service, pending a formal decision on whether or not to recruit to the post of Head of Community Engagement. The arrangements put in place were:

Assistant Head (Communications)	→	Head of Regeneration and Planning
Assistant Head (Partnerships)	→	Head of Governance
Assistant Head (Wellbeing)	→	Head of Health and Housing

## **2.0 Senior Management Structure Update**

- 2.1 It was reported to Personnel Committee in February 2013, since the introduction of the revised structure and following the departure of the Head of Community Engagement, Service Heads have, as planned, continued to take on additional activities. Care has been taken to ensure that no one Service Head has taken on an unreasonable burden as part of the changes and care has been taken to ensure that each Service Head has the necessary resources to delegate work accordingly to achieve the Council's corporate objectives. These combined changes have required Service Heads to 'step up' and clearly capacity will continue to be monitored, in view of any changes to the Council's corporate objectives and associated operations.
- 2.2 In addition, new arrangements have been put in place with regard to deputising for the Chief Executive (see paragraph 4.0 below)
- 2.3 Furthermore, some changes have been made to widen the Senior Emergency Officer cover arrangements, to ensure they are manageable given the reduced number of Service Heads.
- 2.4 As a result of the interim arrangements that have been put in place for the line management of the Community Engagement Assistant Heads, the remaining Service Heads have been consulted on whether the functions of the Community Engagement Service can be subsumed into the remaining services, without detriment to the delivery of those functions, therefore, allowing for the disestablishment of the post of Head of Community Engagement.

## **3.0 Chief Officer Designations**

- 3.1 Members may recall that the term "Service Head" began to be used some ten years ago. This was in part to clarify the designation of the two levels of chief officer posts the Council had in place at the time. The job titles at that time being "Director" for first tier and either "Chief Officer" or "Service Head" for the second tier. With recent changes to the senior management structure, the prospects for confusion have been removed as the Council only has one tier of chief officer posts. Members may consider it is time to re-title "Service Heads" as "Chief Officers", as that is what they are and such a change would provide better clarity to outside organisations.

## **4.0 Deputising Arrangements for the Chief Executive**

- 4.1 Committee, at its meeting in February this year, were advised of the current arrangements for deputising for the Chief Executive, which were reported to Council on 11 April 2012
- 4.2 These arrangements were made in accordance with Part 4, Section 4, Paragraph 1.4(b) of the Council's Constitution, whereby the Leader of the Council may amend the Scheme of Delegation relating to executive functions at any time during the year.
- 4.3 Any amendments the Leader makes are reported to the Head of Governance and the officers concerned. Following that, the Head of Governance presents a report to the next ordinary meeting of Council, setting out the changes made by the Leader.
- 4.4 At that time, the Leader made the following amendment to the Scheme of Delegation to ensure that it reflects the current senior management structure and enables the Council to function effectively:

"3.3.1 The Scheme of Delegation, "Reserve Powers" has been amended to delegate to all Service Heads (rather than the Deputy Chief Executive as previously) the right to exercise in the absence of the Chief Executive any of the powers delegated to the Chief

Executive. Formal urgent decisions will still be taken in consultation with the appropriate Elected Member(s) in accordance with the Constitution.

4.5 Council Business Committee, at its meeting held on the 14 March 2013, considered to what extent the role of Chief Executive formed part of the Council's civic leadership in terms of civic events. Committee was informed:

“3.1 The City Council’s main representative at civic events, such as these and many more, is The Mayor or his/her Deputy. Given the reduction in the number of Chief Officers employed by the City Council, a range of representative/deputising arrangements are being used to cover for the Chief Executive when required.

3.2 As the Chief Officer positions have reduced significantly over the years, the Committee is asked to consider which of the above events require Chief Executive/Chief Officer attendance, given that it is the Mayor/Deputy Mayor who are the actual representatives of the City Council.”

Council Business Committee concluded:

**“Resolved:**

(1) That the current arrangements be maintained for officer representation at civic events.

(2) That the Chief Executive be requested to bring the issue back to a subsequent meeting should the resource burden increase in the future.”

**5. Conclusion**

5.1 Cabinet is asked to agree to recommend to Personnel Committee that the post of Head of Community Engagement be disestablished and that suitable capacity is provided at service manager/assistant head level to ensure that the Council's Priorities can be delivered.

**CONCLUSION OF IMPACT ASSESSMENT  
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

None arising directly as a result of this report.

**LEGAL IMPLICATIONS**

None directly arising as a result of this report

**FINANCIAL IMPLICATIONS**

In gross terms, the deletion of the Head of Community Engagement post will result in savings of around £82K plus inflation each year. This covers salary costs, plus the usual overheads of National Insurance and superannuation (pension contributions).

In setting the last budget, £57K of savings were taken in 2013/214, linked to the Community Engagement Management Review (and in turn, these were linked to

funding growth associated with implementing the Living Wage). Smaller savings of around £40K were taken in future years.

Changes to the Senior Emergency Officer cover will result in annual costs of around no more than £6K. These were not budgeted for and they therefore need financing.

Taking account of the above items, the deletion of the Service Head post would still result in extra net savings of around £20K in this year when compared to the approved budget, rising to around £40K in future years. These savings are subject to any further management changes arising and the pay and conditions review, mentioned in HR comments below.

## **OTHER RESOURCE IMPLICATIONS**

### **Human Resources:**

The job descriptions of chief officers are linked to their roles and responsibilities as set out in the Scheme of Delegation. Therefore, it is not envisaged that any major changes will be required. These documents are, however, reviewed regularly. The impact that any changes to the Council's service structure has on groups of staff or individuals will be considered as part of the current review of pay and conditions which is taking place.

### **ICT:**

None arising directly as a result of this report.

### **Property:**

None arising directly as a result of this report.

### **Open Spaces:**

None.

## **SECTION 151 OFFICER'S COMMENTS**

The S151 Officer has been consulted and her comments reflected in the report.

## **MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments

## **BACKGROUND PAPERS**

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