

<b>CABINET</b>
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## 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		
<b>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</b>			

#### 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:

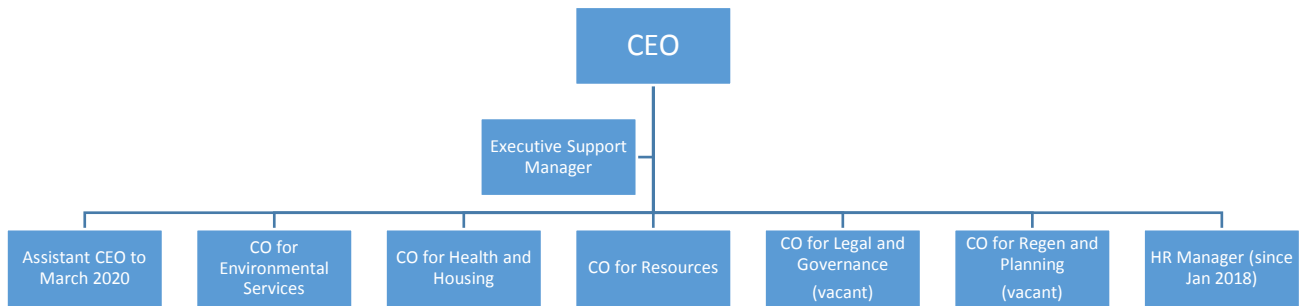
- Introduce a new structure with clearly defined senior roles which enable a strengthening of strategic focus on service provision and delivery, growth and sustainability
- Ensure the right skills are in place for each permanent role at Executive Team level to help shape and successfully drive forward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

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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.

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

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**

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