

<b>SUBJECT:</b>	<b>Review and Implementation of the Joint Senior Management Structure</b>
<b>REPORT OF:</b>	<b>Prepared by - Chief Executive</b>

## **1. Purpose of Report**

- 1.1 To propose a structure for the Joint Management Team together with appropriate job descriptions, person specifications and terms of employment for Heads of Service and Principal Officers. The report also outlines the next stage of the process in establishing the senior management team.

## **2. Links to Council Policy Objectives**

- 2.1 The two authorities have committed to a joint project to share management as a means of improving the resilience and quality of services and reducing costs for the council tax payer.

## **3. Information**

- 3.1 Following the appointment to the post of Joint Chief Executive to South Bucks DC and Chiltern DC, the business case and recommendations of from the last the Joint Committee meeting have been reviewed by the Joint Chief Executive with the Joint Directors.
- 3.2 This report sets out key recommendations for the next phase of the implementation of the proposed joint structure taking account of the work already undertaken and the identified core messages from Members of both Councils. A case for 2 Directors, 8 Heads of Service has already been made and agreed in principle prior to the appointment of the joint senior team. There is no justification to repeat the case made in detail, so this report sets out the proposed workable structure for Heads of Service, within the limits set out and agreed in the business case.
- 3.3 It is the intention to work with the new team, once established, to develop innovative approaches to present to Members which will place the joint working arrangements in a strong position to deliver sustainable, efficient and cost effective services to the customers and residents of both authorities in this time of economic constraint.
- 3.4 To this end, the structure proposed is one which will need to be flexible and which will inevitably require ongoing review to meet the changing demands placed upon both Councils.

### **The Joint Structure**

- 3.5 The proposed structure is attached at Appendix 1. This represents a workable option based on research from other authorities who have embarked down a similar route, and knowledge and experience of the two Councils.
- 3.6 The role of Head of Service will be generic in its core content, with specific allocated tasks to ensure delivery of the key internal and external services of the joint and individual

Council arrangements. At the heart of this approach is the need for flexibility to meet new and changing demands in the future. The functions relating to communications, strategic policy and partnerships and personnel will ultimately sit within a small team providing support on these matters to the Chief Executive, however at this stage it is not proposed to formally establish this team as the focus is on getting in place the Head of Service structure.

3.7 This structure will allow:

- Flexibility
- Focused clusters of services
- Optimal resources
- Corporate responsibility
- Value for money
- Clear customer service support
- Cohesive and meaningful joint activity
- Shared joint values to support Members and individual authority needs

### **Joint Job Descriptions and Person Specifications**

3.8 The job descriptions and person specifications have core generic requirements. The job descriptions are attached at Appendix 3 (Head of Service) and Appendix 4 (Principal Officer), the latter would apply at the stage when the activities covered by these posts are reviewed, but are included for information and noting at this stage, in order to provide a full picture of the proposed structure. The review of these posts reporting to the Chief Executive will include a separate business case, and this may lead to the job descriptions being revisited. The generic person specification for the Head of Service posts is included as Appendix 2.

### **Gradings and Pay**

3.9 To be consistent with the process followed with the Chief Executive and the Director posts the Local Government Employers (LGE) have therefore been commissioned to undertake an independent review of the job descriptions and have made recommendations with regard to salary for the Heads of Service. The LGE report is provided to members to accompany this report, in the confidential section of the agenda.

3.10 The LGE report looked at both Heads of Service and Principal officer posts. It is premature at this stage to make any final decisions in respect of the Principal officer posts until the business case has been produced for arrangements in the Chief Executive's area, and the scope of the roles agreed. Any gradings would need to reflect the needs of the two authorities, which clearly would not be of the same level as larger authorities, or unitaries or counties. Therefore the indicative range quoted in the report for Principal officer posts is not felt to be appropriate to the Chiltern and South Bucks circumstances.

### **Joint Terms and Conditions**

3.11 The Joint Management Team posts are shared between the two authorities and are therefore unique. As such there is the ability to recognise the joint posts without impacting on the terms and conditions of the majority of employees who work exclusively for one or other of the authorities. It has already been acknowledged that the responsibility levels and travel arrangements of these posts will need to be recognised as part of a new and discreet remuneration package.

- 3.12 A schedule of proposed terms & conditions for Head of Service roles is attached at confidential Appendix 5, which offers a modern cost effective approach to travel reimbursement, is attractive as a recruitment and retention incentive and addresses the joint responsibility through the job evaluation process.
- 3.13 The schedule of terms excludes officers at this level from either Councils' formal flexible working arrangements. It is important however, to ensure that no officer is required to work beyond reasonable expectations and that reasonable time off for excessive evening meetings is agreed by prior arrangement and subject to the exigencies of the service.
- 3.14 It is the intention that any future new posts arising from joint working below Head of Service level will be employed on National Joint Council Conditions and will continue to have access to the flexible working arrangements, unless particular circumstances apply to the role.

## **5. Consultation - Joint Management Structure**

- 3.15 An informal consultation has preceded this report with staff offered the opportunity for joint briefings, one to one discussions and access by email, telephone and in person to Janet Beaumont as the independent HR support
- 3.16 A record of the informal consultation has been reviewed and account taken of concerns and ideas expressed to further develop the structure outlined in Appendix 1. The main issues arising from the consultations were:
- The responses were all constructive.
  - Communications with staff as the process progresses is felt to be very important.
  - Personnel was not felt to sit well with Legal, and that it should continue to be responsible to the Chief Executive.
  - Comments were made about the relative size and scope of some of the posts.
- 3.17 Following the decisions of this Committee a further briefing will take place with directly affected employees and a formal consultation period which will last a minimum of 28 days, will take place to afford further opportunity for the affected employees to influence the structure and the job descriptions.
- 3.18 Responses to the formal consultation and any proposed amendments will be presented to the JAIC which will be scheduled in mid to late May.

### **The Selection Process for the Joint Posts**

- 3.19 The business case proposed a ring fence around the Chief Executive and separately around the Director posts. Having assessed the implications of this approach, and the need for consistency, it is proposed that the ring fence for Head of Service level should allow posts affected by the Joint Management arrangements to apply even where the role does not have a title of HOS, but is broadly equivalent.
- 3.20 A provisional list of posts identified within the ring fence is attached at confidential Appendix 6 and is subject to consultation with affected employees. Any changes will be

reported to the next JAIC. Being in the ring fence does not imply that postholders have to apply for Heads of Service posts if they do not wish to, and their current posts are not at risk if they are not currently a Head of Service.

- 3.21 The new structure will place all Heads of Service at risk of redundancy. These posts are all new and will need to be subject to a formal recruitment process.
- 3.22 An application pack will be developed to help support the recruitment process and all candidates will be subject to an interview with the Chief Executive and the Directors. Statutory posts will be subject to Full Council approvals within each authority.
- 3.23 Affected employees will be asked to indicate their preferred future roles and will be able to indicate more than one post for which they wish to be considered. They will also be able to indicate if they would wish to be considered for voluntary redundancy/early retirement at this time or within the time frame of the business case, i.e. up to April 2014. The initial selection process will not prohibit further applications to posts at a later stage should vacancies remain after the first round. The agreed assessment process will take place even if there is only one candidate.
- 3.24 At the end of this selection process consideration may be given to unrestricted internal and external recruitment to fill any outstanding vacancies.
- 3.25 Every endeavour will be made to support the individuals who are unsuccessful in the process and who are left "at risk". However, to achieve the timescales for implementation and to achieve the savings identified by the business case in an appropriate timescale, there may be no alternative to redundancy.

### **Timetable**

- 3.26 The timetable for the next stage of the process, the appointing of Heads of Service, is set out in Appendix 7. The timetable reflects agreed practises for formal consultation on staffing changes in place at both authorities. The timetable envisages the re-scheduling of the JAIC on 2<sup>nd</sup> May to a date in mid to late May. This would then allow the appointments to be undertaken in June so the new senior management team is in place in July to start to work on Stage 2 of the joint working project.

## **4. Resources and Other Policy Implications**

### **Finance**

- 4.1 The business case envisages that completion of the senior management restructuring will ultimately produce savings across the two authorities of over £500k. The business case was also based on this part of the process being completed by summer 2012 which is still expected to be the case. This will allow work to then commence in the autumn looking at opportunities for shared working to produce further savings and increase resilience.
- 4.2 The proposed salary range for Heads of Service is within the assumptions made in the business case.
- 4.3 The business case explicitly did not include the Head of Building Control post at Chiltern because of the joint working proposal with Wycombe DC. The proposed structure includes Building Control as an activity that will report into a Head of Service post. The current postholder is at liberty to apply for other Head of Service posts in the proposed structure.

If the Head of Building Control post is included in these arrangements it would increase the costs within the business case, and also the savings. The issue of Building Control will therefore be subject to a future separate report once matters are clearer.

#### Procurement

4.2 No implications

#### Personnel

4.3 External personnel advice has been used to independently ensure the processes are robust and fair, and in accordance with employment legislation and the procedures of the two authorities. The job sizing has been independently assessed reflecting the current situation in the sector.

#### Risks

4.4 The key risks arising from not having appropriate programme management arrangements are set out in Appendix 8. The key risk is:

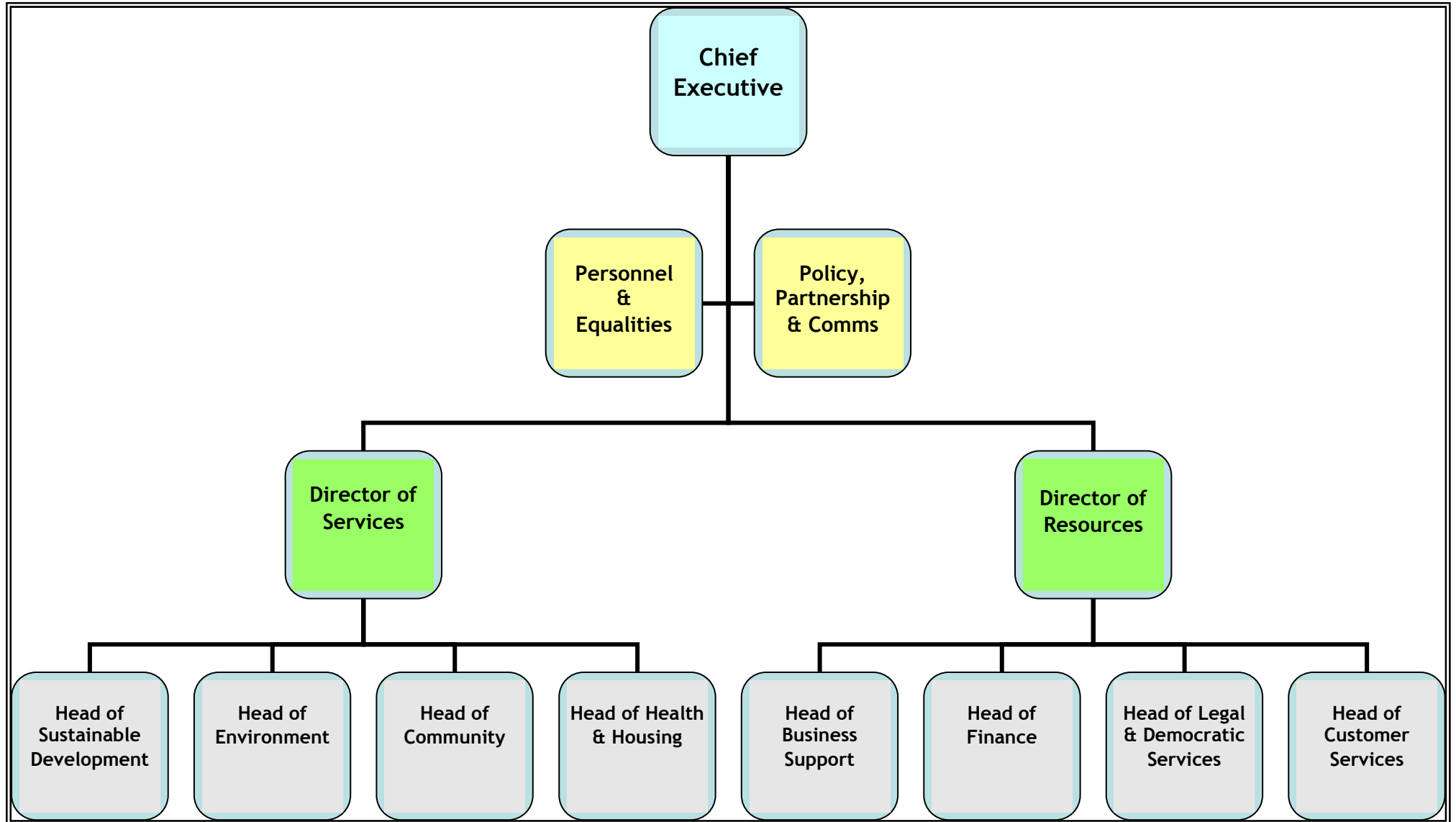
- Resistance to cultural change and impact on individual roles and responsibilities-officer and Member

### 5. Recommendation

The Committee is recommended to.

1. Approve the Head of Service structure set out in Appendix 1.
2. Approve the salary ranges recommended by LGE for the Head of Service posts and that assimilation be on a spot salary taking account of current pay and allowances.
3. That the job descriptions set out in Appendix 3 for Heads of Service be approved as the basis of formal consultation with staff.
4. That the terms and conditions set out in Appendix 5 be approved.
5. That the draft timetable in Appendix 7 is note and the date of the next JAIC meeting is rearranged to fall into line with this timetable.

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<b>Background Papers:</b>	LGE Report on Heads of Service Senior Gradings & Pay.



Role	Coverage
Head of Sustainable Development	Planning Policy, Development Management, Conservation & Tree Preservation, Enforcement, Building control, Economic Development, Strategic Transportation issues
Head of Environment	Waste Collection, Street Cleaning, Property & Asset Management, Facilities Management, Parking, Cemeteries Crematorium & Memorial Gardens, Public Conveniences, Street Naming, Engineering Services, Grounds Maintenance, Operational Transport issues, Landscape advice
Head of Community	Community Development & Cohesion, Grants, Safeguarding, Leisure Client, Leisure Operations, Sports Development, Farnham Park Trust
Head of Health & Housing	Environmental Health, Community Safety, Housing, Licensing, Emergency Planning/H&S/Business Continuity, Carbon Management
Head of Business Support	Transformation Programme Management and Support, Performance Management, ICT Client, ICT Operations, GIS, Web Services, Information Management incl Fol/DP
Head of Finance	Management & Statutory Accountancy, Financial Administration, Internal Audit, External Audit Liaison
Head of Legal & Democratic Services	Legal, Democratic Services, Electoral Registration, Elections, Land Charges
Head of Customer Services	Revenues & Benefits Client, Revenues & Benefits Operations, Fraud & Welfare Partnership, Customer Services

## Person Specification - Head Of Service

The Head of Service roles have been developed to provide senior management and leadership across the two authorities.

All candidates will need to demonstrate the key competencies, skills and experience set out below.

### 1. Competencies

- Collaborate and work well with others in a pressured environment
- Ability to engage with the community and stake holders
- Ability to deliver customer focused services
- Evidence political sensitivity and understanding of the needs and motivation of elected members
- Able to develop talent
- Encourage diversity and equality
- Ability to manage innovative change within a tight timescale
- Ability to manage performance of teams
- Strategically focused
- Good communication and negotiation skills
- Ability to manage a job successfully
- A proven record of leadership skills
- Able to demonstrate flexibility and a “can do “ approach
- Ability to clearly demonstrate a understanding of joint council working

### 2. Experience, Knowledge, skills and qualifications

- Management experience
- Track record of budget and business planning, including risk management
- Experience and successful track record in at least one of the functions within the group

### 3. Other Requirements

The geography of the Joint Council arrangements requires travel between a number of bases