

## Senior Management Restructure

### Chief Executive

**Summary:** This report sets the conclusions of my review of the existing senior management structure of the Authority. A significant reorganisation was commenced in 2007, which resulted in a new structure aligned to the portfolios in April 2008 being established. Since this time there have been resignations from Director posts that need addressing in addition to the need to shape a new way of working to meet the economic challenges that are facing all local authorities.

**Conclusions:** The review of the senior management function has highlighted the strengths that have placed the Authority as an Excellent council. However, external factors and vacancies within the team has necessitated that a further reorganisation is necessary. There are significant challenges to be faced and it is imperative that we have a well-resourced and committed senior management team in place as soon as is practicable to carry out the necessary work. The revised structure is condensed to enable it to be more focused on corporate responsibilities.

**Recommendations:** That Cabinet endorses the management structure as outlined in Appendix 2, subject to any changes arising from the formal consultation process.

That formal negotiations are entered into with both UNISON and GMB for a period to last no longer than 12 weeks starting with immediate effect and that all the appropriate Council policies are followed in this respect. (If the officers whose posts are affected by the proposal agreed, it may be possible to shorten this consultation period).

That an interview panel be established consisting of the 3 Conservative members, 1 Liberal Democrat member and the Chief Executive for the posts of Deputy Chief Executive and Directors, the appointments to be ratified by Council.

Cabinet member(s):	Ward(s) affected:
John Fuller	All

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## **1. Background**

- 1.1. South Norfolk Council's senior management structure has been subject to review in 2002 with changes effective in 2003 and in 2007 with changes effective 2008. The latter reorganisation was designed to align the management structure more closely with the new political structure implemented in May 2007.
- 1.2. I was appointed as Chief Executive in November 2008. Since this time I have taken the opportunity to understand and review the internal workings of the Authority. This has involved a process of discussions with the management team, external stakeholders and of course political considerations and observations.
- 1.3. Clearly I need to ensure that the Authority is properly managed and its statutory powers executed in accordance with the necessary legislation. There are certain functions that have to be performed which are the role of Monitoring Officer and Section 151 Officer. It should be noted there are restrictions on who can fulfil these roles. Full Council will be requested to approve these two statutory officers once the senior management appointments have been made.
- 1.4. There is also the need to consider how the vacant responsibilities of the Director of Neighbourhood Management and Democratic Services and the Director of Tourism, Heritage Enterprise and Culture posts are resourced.
- 1.5. Finally, the Council faces financial pressures, and it is vital that our senior management structure is both affordable and sustainable
- 1.6. The existing management structure is shown at Appendix 1.

## **2. Decision Sought**

- 2.1. The post of Chief Executive remains unchanged in the proposed new structure (Appendix 2). However direct reports have been reduced to enable the role to concentrate on the strategic direction of South Norfolk working closely with Members to deliver political aspirations such as they may be.
- 2.2. The existing posts of Executive Directors, Directors, Head of Special Projects and Head of Revenues and Customer Focus to be deleted and replaced with those shown in Appendix 2. Although there will be an ongoing review of management responsibilities and the internal structure, it is envisaged existing staff will be redeployed to suitable alternative posts.

## **3. Proposal and Reasons**

- 3.1. The revised senior management structure is proposed to consist of:

Chief Executive

Deputy Chief Executive (established in March 2008 but not filled). Will be responsible for the Directorate of Place and Performance.

Director of Planning and Housing

Director of Corporate Resources

Director of Health and Environment

Project Team. This will consist of senior members of staff who will be required to lead on corporate projects such as LGR. The names of the Directorates may be subject to change as part of the consultation process.

- 3.2. These new posts will not specify where the statutory responsibilities of the Monitoring Officer and Section 151 Officer sit, as this would restrict the applications for some posts. However, once appointments to the new posts are made, I will recommend to full Council who these statutory officers will be. Should they not be at Deputy Chief Executive or Director level, I will ensure that these roles continue to have appropriate influence over the Council's business.
- 3.3. There will need to be a re-alignment of teams and individuals which will be further determined when the recruitment process has been concluded for the posts of Deputy Chief Executive and Directors. However this will be carried out under existing delegated authority powers within my role and in accordance with existing policies and procedures.
- 3.4. The key reasons for seeking this restructure are:
  - It clarifies roles and responsibilities that are confused within the current structure.
  - Provides more focused and corporate approach to managing council services.
  - Delivers a fitter and more cost effective management structure.
  - Helps facilitate cultural change throughout the teams, not just senior management.
  - Provides a permanent solution to the two vacant Director posts.
  - Aligns services to more effectively influence and to respond to the changing environment we are working in.
  - Ensuring that the Authority is fit for purpose post the LGR announcement, whatever that may be.
- 3.5. The post of Executive Director held by Ken Barnes will undertake the interim management responsibilities of the post of Director of Tourism, Heritage, Enterprise and Culture until the new Director is in place.

#### **4. Relevant Corporate Objectives**

- 4.1. All.

## **5. Other Options**

- 5.1. I have considered a range of options and feel that this option provides the best solution in terms of driving the organisation forward. As outlined earlier, this has been discussed at Management Team as the most pragmatic way in dealing with the uncertainty facing South Norfolk and being most cost effective to the Authority.

## **6. Implication – Risk, Financial, Legal, Environmental, Climate Change, Equalities, Biodiversity and Crime Reduction**

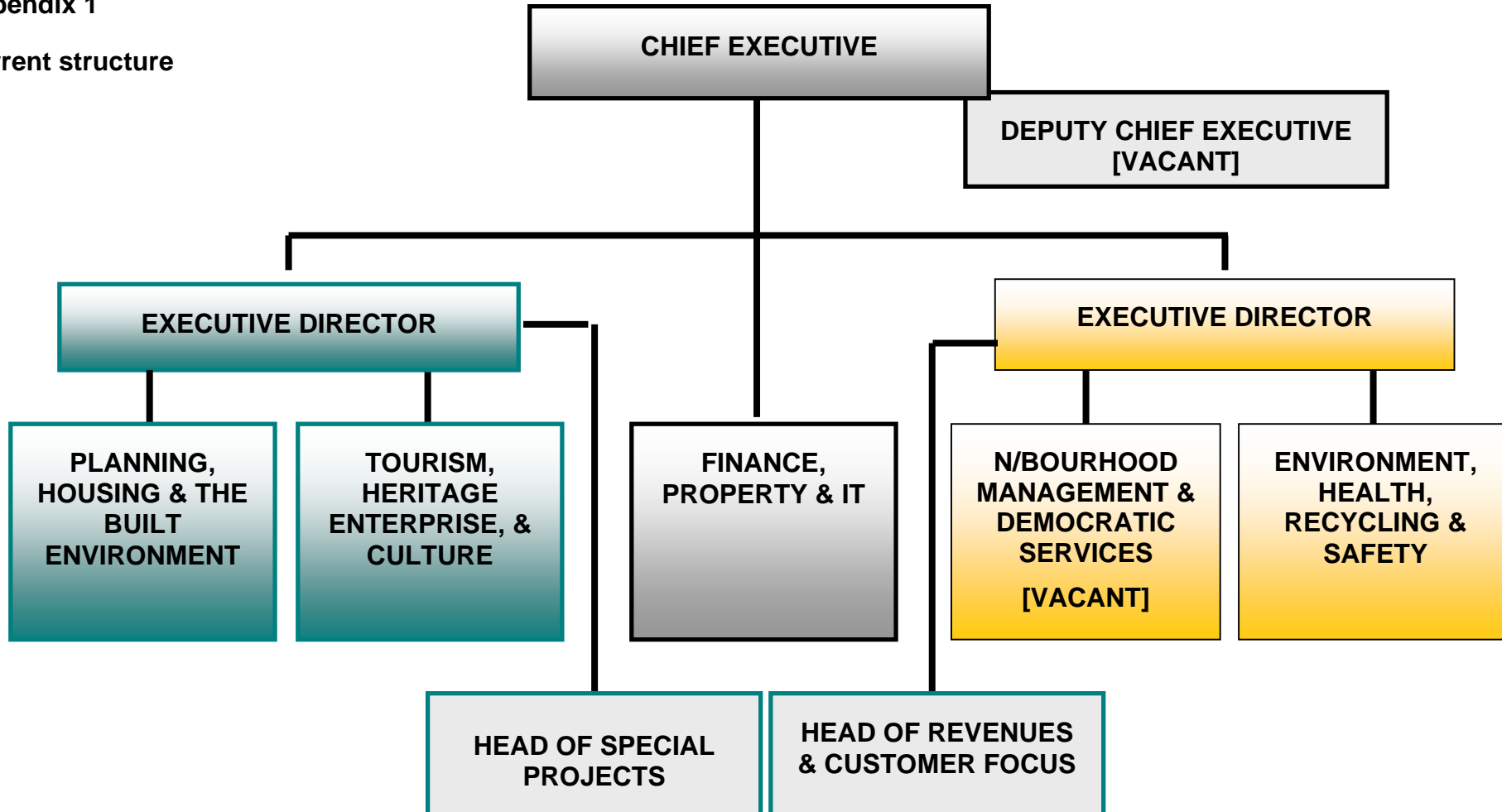
- 6.1. The proposed structure is fully budgeted for in 2009/10. The cost of the senior management structure is below the cost of the previous structure due to the recommendation not to replace the vacancies in the Director of Neighbourhood Management and Democratic Services and the Director of Tourism, Heritage, Enterprise and Culture. The risk to the Council's budget is the assumption that existing internal managers will be successful in gaining appointments to these new positions. If this is not the case, then the level of savings will reduce. Should one of the posts be filled by an external appointment, with all others filled internally, then there are no cost implications.
- 6.2. The 2009/10 budget has the flexibility to allow a small amount of retirement/redundancy costs, which could be funded from reserves.
- 6.3. There will be implications on the budget as the restructuring cascades through the organisation. Directors will manage any cost pressures through identifying further efficiency savings.

## **7. Conclusion**

- 7.1. The review of the senior management function has highlighted the strengths that have placed the Authority as an Excellent council. However, external factors and vacancies within the team has necessitated that a further reorganisation is necessary. There are significant challenges to be faced and it is imperative that we have a well-resourced and committed senior management team in place as soon as is practicable to carry out the necessary work.

Appendix 1

Current structure



**Appendix 2  
New Structure**

