

Title of Report	CORPORATE LEADERSHIP TEAM RESTRUCTURE	
Presented by	Councillor Richard Blunt Leader of the Council	
Background Papers	Job descriptions Consultation responses	Public Report: Yes
Financial Implications	The financial details are contained within the report. The proposals will lead to an overall initial increase in staffing costs at Senior Management level, but this will be offset by wider efficiency savings in future years.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications. The report details the requirements of the constitution in relation to appointment of chief officer posts.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	The risks associated with not implementing the changes proposed is that the Council will not have sufficient staffing resilience and capacity to support its journey to becoming financially sustainable and deliver the business change required. Risks of redundancy relating to the proposed deletion of the Finance Team Manager (Deputy S151 Officer) are mitigated by the proposed assimilation of the current post holder into the revised Head of Finance position.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To propose changes to the Senior Management structure of the Council to ensure the Council has the right staffing resource to deliver the Council's priorities and objectives.	
Recommendations	<p>1. THAT COUNCIL NOTES THE OBJECTIVES OF THE CORPORATE LEADERSHIP TEAM REVIEW.</p> <p>2. THAT COUNCIL APPROVES THE REVISED SENIOR MANAGEMENT STRUCTURE AS SET OUT IN APPENDIX A.</p> <p>3. THAT COUNCIL GIVES THE APPOINTMENTS COMMITTEE AUTHORITY TO APPROVE THE ASSIMILATION OF THE CURRENT FINANCE TEAM MANAGER (DEPUTY S151 OFFICER) INTO THE HEAD OF FINANCE ROLE.</p> <p>4. THAT COUNCIL NOTES THAT IT WILL BE ASKED TO MAKE A DECISION ON CONSEQUENTIAL AMENDMENTS TO THE CONSTITUTION UNDER A SEPARATE ITEM ON THIS AGENDA.</p>	

SENIOR MANAGEMENT RESTRUCTURING PROPOSALS

1.0 PURPOSE OF THE REPORT

- 1.1 This report outlines proposed changes to the Corporate Leadership Team of the Council and some reorganisation of the departmental functions between existing roles to achieve greater synergy between services and to make the structure fit for purpose.
- 1.2 Under paragraph 1.15 of Section 5 of the Constitution full Council has responsibility for determining the senior management structure of the Council and therefore Council is being asked to approve recommendations that determine the new structure, as set out within this report.
- 1.3 The key drivers for change identified by the new Chief Executive are:
 - The changing needs of communities and their expectations and demands on Council services
 - A need to sufficiently resource business change and transformation of Council services to meet the current and future needs of customers, putting the needs of customers first.
 - A need to deliver significant capital projects and programmes requiring strategic oversight.
 - A need to strengthen the resilience and capacity of the corporate leadership team and to appropriately balance resources across the team.
 - An uncertain financial landscape for local government funding which requires additional expertise in financial planning and commercial acumen ensuring services are efficient and provide value for money.

2.0 MANAGEMENT RESTRUCTURE CONTEXT

- 2.1 In developing these proposals consideration has been given to the areas of work and projects that need to be delivered in the current Council Delivery Plan up to the date of the election in May 2023 and beyond. There is always the need to continuously drive improvements in service delivery across the Council and the proposed restructure will ensure that the Council is fit for the future in terms of its corporate and strategic leadership capacity.
- 2.2 The proposed organisational structure creates an additional director added to the structure, an existing Team Manager role would be redesignated as a Head of Service in Finance and a new Business Change Team Manager will be created. These roles will provide the necessary senior strategic permanent expertise needed to support the key finance service areas and to provide effective financial advice to the Corporate Leadership Team and Members during the next few years when the Council is likely to face increasing challenges around its financial stewardship and operations. All heads of service and the new director would be members of the Corporate Leadership Team, and as such will be expected to play a full role in the Council's corporate strategic management function.
- 2.3 The creation of the new Strategic Director role provides an opportunity to review the service operational responsibilities of the existing Strategic Directors in post, and some service areas will pass to the new director while others are rearranged slightly to ensure both an equitable split of service areas and also to take account of the additional focus needed in some key service areas in delivering key actions and Council priorities. The job descriptions of existing Strategic Directors will be amended accordingly to recognise these changes. There may be a need to appoint an Interim to the strategic director role depending on the timing of the restructure implementation, and subject to Council's consideration of the revised Constitution proposals. There is also a likelihood that candidates for the permanent director role will be required to work a two or three month

notice period. If an Interim Director is required, such appointment will be made by the Chief Executive under her delegated authority to appoint to temporary chief officer roles.

3.0 SERVICE RESPONSIBILITIES PROPOSED FOR THE DIRECTOR ROLES.

3.1 STRATEGIC DIRECTOR OF RESOURCES

- 3.1.1 The new director post will be designated Strategic Director of Resources and will be responsible for the service areas of Revenues and Benefits (Partnership arrangement), Financial Planning, Treasury Management, Financial Services, Payroll, Procurement and Information Technology. The new Strategic Director post will also have the responsibility for the new Business Change Team Manager. The postholder would be responsible for leading the development of a Business Change plan to support the Council becoming financially sustainable. This would encompass corporate and service level projects to support the Council's customer first approach and deliver service efficiencies.
- 3.1.2 The Business Change Team Manager will be responsible for leading reviews across the Council to achieve efficiencies across all service areas through process review, technological improvements, market testing and benchmarking to ensure maximum value for money while making improvements to the customer service experience.
- 3.1.3 The role of Head of Finance is currently in place on the existing establishment structure and is currently filled by an experienced interim. With the creation of the Strategic Director of Resources role which will be filled by an experienced, fully qualified finance professional the proposal is to fill the Head of Finance role with the current permanent finance team manager incumbent. The existing post of Finance Team Manager will be deleted. This will ensure continuity and will provide the opportunity for internal career development, while providing resilience in supporting the new director. This role will be designated as the deputy S151 Officer.
- 3.1.4 A compatibility assessment has been completed for this role and following consultation the Finance Team Manager (Deputy S151) has expressed an interest in the role of Head of Finance. Subject to approval by the Appointments Committee, it is proposed to assimilate the post holder into the role which will limit the likelihood of a redundancy situation and will ensure we retain the postholders skills and support her to develop further in the organisation.
- 3.1.5 The Council's Constitution requires that all appointments to Chief Officer and Deputy Chief Officer roles are approved by the Appointments Committee. This is to provide member scrutiny and ensure that Chief Officers are properly appointed on merit. Therefore, in accordance with the Constitution, the appointment to the Strategic Director of Resources role will be taken to the Appointments Committee for approval at the appropriate time. It is appropriate also that the Appointments Committee scrutinises the proposed appointment in respect of the Head of Finance Post and takes a decision on the assimilation into that role by the Finance Team Manager, and therefore Council is being asked to give authority to the Appointments Committee to consider and approve that assimilation.
- 3.1.6 The direct reports for this Strategic Director will be the Head of Revenues, the Head of Finance, the ICT Team Manager and the Business Change Team Manager.

3.2 STRATEGIC DIRECTOR OF PLACE

- 3.2.1 This role will have responsibility for Regeneration, Economic Development, Planning Policy, Planning and Development, Building Control, Planning Enforcement and Property services. The director role will be the key link to the Strategic Planning Manager – a jointly funded post having a County wide brief for the growth and spatial planning agendas.

3.2.2 The direct reports for this Director will be the Head of Planning, Head of Economic Development and Property and the Joint Strategic Planning Manager.

3.3 STRATEGIC DIRECTOR OF COMMUNITIES

3.3.1 This role will have responsibility for Customer Services, Waste Services, Environmental Protection, Leisure Services, Community Safety, Environmental Health, Housing Management, Strategic Housing, Housing Repairs, Older Persons, Asset Management, Community Focus, Climate Change and Resident Involvement.

3.3.2 The direct reports for this Strategic Director will be the Head of Housing, the Head of Communities and the Customer Services Team Manager.

4.0 CHIEF EXECUTIVE

4.1 The Chief Executive currently has responsibility for two heads of service roles – the Head of Human Resources and Organisation Development and the Head of Legal and Commercial services (and Monitoring Officer). Both roles will continue to report to the Chief Executive. The Deputy Monitoring Officer is currently the Legal Team Manager and receives a special responsibility payment. With the designation of the S151 statutory officer as the new Strategic Director of Resources, and the existing payments to the deputy S151 and Deputy Monitoring Officer roles, it is proposed to introduce a new special responsibility payment to the role of Monitoring Officer. Following research with other councils it has been established that this is a common additional payment, therefore, it is proposed that a Monitoring Officer payment of £5,000 per annum should be added to the role.

4.2 The Chief Executive, as Head of Paid Service, has delegated authority under the Constitution to make these changes to the terms of conditions of the Monitoring Officer role if the new structure is approved.

4.3 It is also proposed that the Personal Assistant Support provided to the Corporate Management Team will report directly into this role to better embed the team within the wider support currently provided to elected members. This will provide greater resilience but also provide wider development opportunities for the staff concerned.

4.4 There is a proposed job title change to the role from Head of Legal and Commercial Services to Head of Legal and Support Services, as the commercial services work will move to the new Business Change Team Manager.

4.5 The job title and functions of the Head of Human Resources and Organisation Development remain unchanged.

5.0 STAFF IMPLICATIONS

5.1 Any changes to the structure which impact on existing staff will be dealt with in accordance with the Council's Employee Stability Policy which affects all employees of the Council and will include a robust assessment of each existing role together with the new proposed roles to ensure that we maximise the opportunities for assimilation, thereby reducing the risk of redundancy.

6.0 FINANCIAL IMPLICATIONS

6.1 The cost and funding of the restructure proposals are set out in the table below:

Financial Implications Table	Current Year Budget	Impact of Proposals	Forecast
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	2022/23		2023/24	2024/25	2025/26 & beyond
	£000	£000	£000	£000	£000
Capital Investment					
Costs	0	0	0	0	0
Funded by	0	0	0	0	0
On-going costs (revenue)					
Costs – Staffing Senior Management Proposal	0	0	49	52	55
Staffing Business Change Manager	0	0	67	71	75
Total on-going costs	0	0	116	123	130
Funded by					
General Fund Revenue Budget	0	0	34	36	113
General Fund Reserves	0	0	67	71	0
HRA Budget	0	0	15	16	17
Total Revenue Funding	0	0	116	123	130

6.2 The funding of these roles is included in the proposed Budget 2023/24 and Medium-Term Financial Plan 2023-28.

6.3 The funding of the changes to the senior management proposal are split between the General Fund and Housing Revenue Account (HRA). This recognises the oversight of housing matters in the new and existing Strategic Director roles.

6.4 The Business Change Manager would be funded in the first two years from reserves. From year three the intention is for the post to be funded by net savings generated from transformation proposals realised from projects the role would enable to happen. This would reduce the revenue impact set out in the table above by £75,000 in 2025/26.

7.0 SUMMARY

7.1 To show the changes proposed in this report a new corporate leadership structure is attached as Appendix A. The existing structure is attached at Appendix B for completeness. It is intended that a number of second phase reviews will follow through the work of the Business Change Team Manager to drive efficiencies from existing budgets in conjunction with the other Team Managers and the Heads of Service. The priority for services will be to identify projects that will reduce overheads e.g. energy costs and generate income to bridge any financial shortfall. Investing in technology may also provide opportunities for services to improve efficiency. If service reviews are undertaken in the future, these will be implemented in a considered and thoughtful way and in full consultation with trade unions and affected staff at the time.

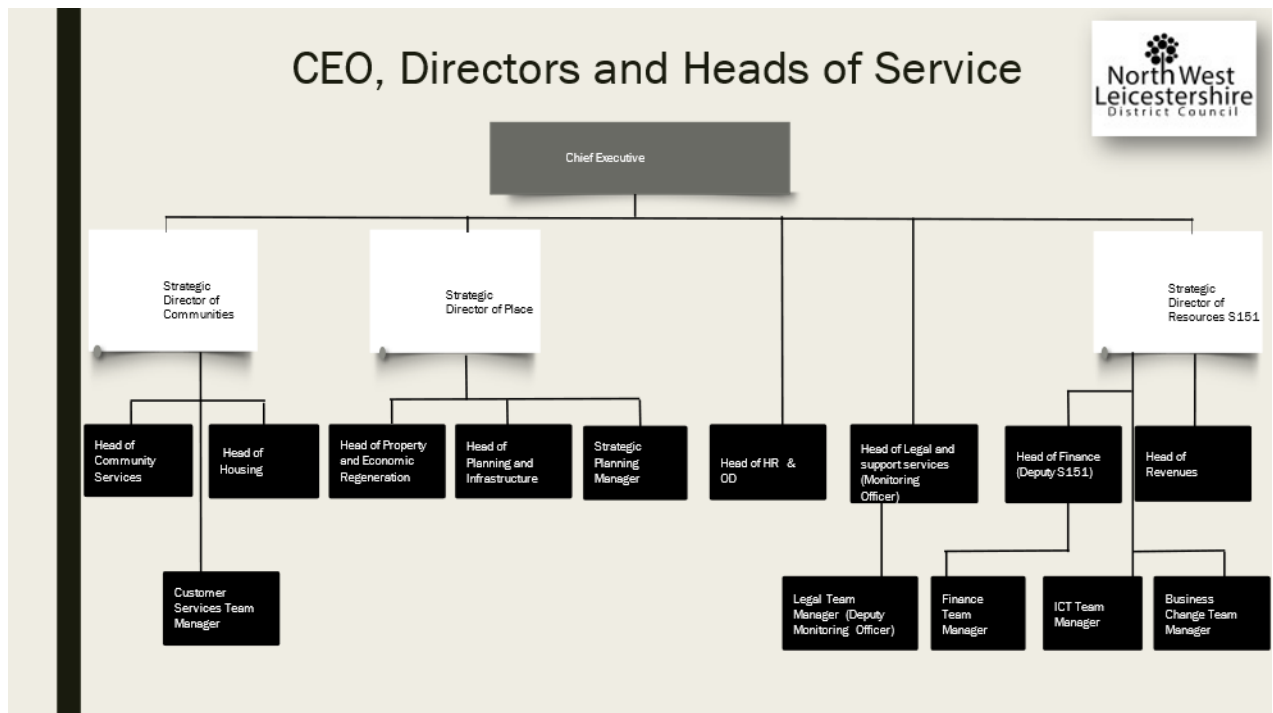
7.2 If the proposed structure is agreed it will be implemented with effect from 9 May to coincide with the proposed implementation of the new constitution. However, it is envisaged that work will commence prior to that date in order to be ready for the new structure to be implemented from that date.

7.3 This will include the recruitment, given the anticipated lead in times, to the Business Change Manager and Strategic Director of Resources roles and the commencement of the assimilation process of the Finance Team Manager into the Head of Finance Role (including the holding of an Appointments Committee, where possible).

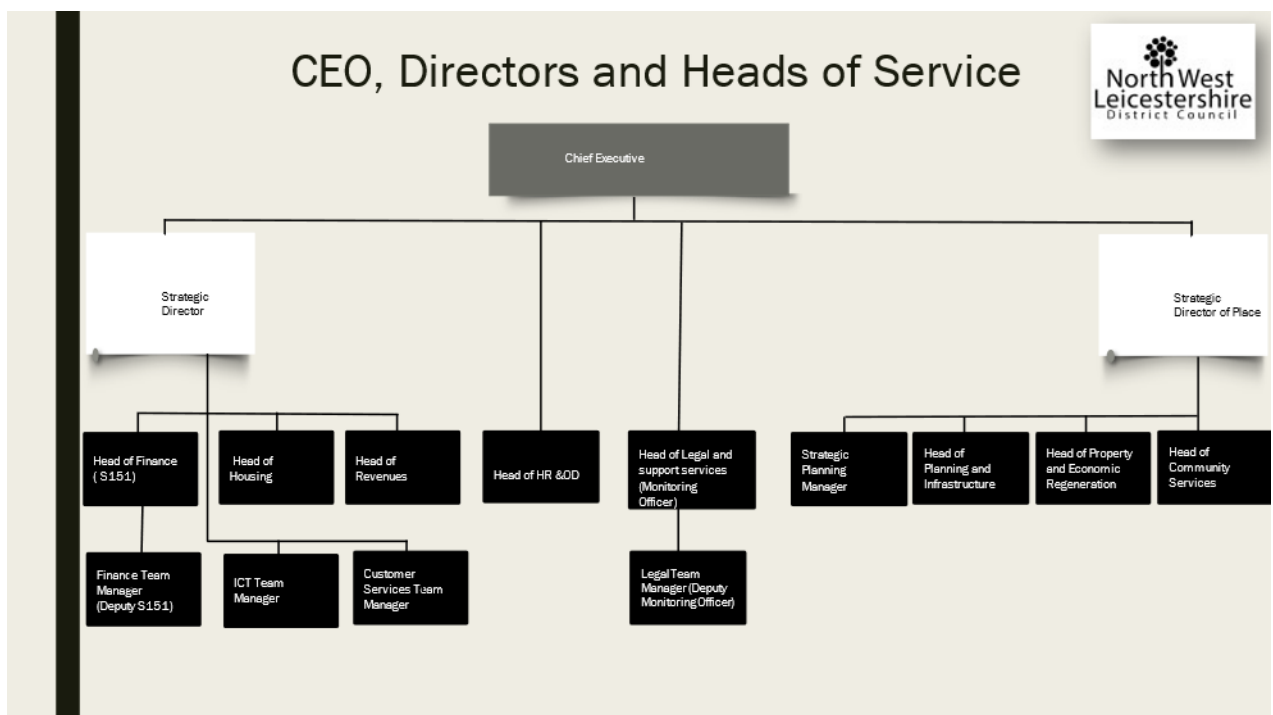
- 7.4 The Special Responsibility Allowance for the Head of Legal, Democratic and Support Services and the associated move of Personal Assistant support under this role will, however, take effect from 1 April.
- 7.5 Whilst the recruitment to the new Strategic Director of Resources is in train, it is proposed that the current Interim Head of Finance would be retained to provide additional financial resilience during this period.

Policies and other considerations, as appropriate	
Council Priorities:	Supporting Coalville to be a more vibrant, family-friendly town Support for businesses and helping people into local jobs Developing a clean and green district Local people live in high quality, affordable homes Our communities are safe, healthy and connected
Policy Considerations:	
Safeguarding:	
Equalities/Diversity:	Equalities Impact assessment has been carried out and is available from the Chief Executive's office as a confidential document.
Customer Impact:	
Economic and Social Impact:	
Environment and Climate Change:	
Consultation/Community Engagement:	Corporate Leadership Team The Council's recognised Trade Unions and all staff. Comments received from consultees are set out in Appendix C to the report along with a response from the Chief Executive.
Risks:	The risks associated with not implementing the changes proposed is that the Council will not have sufficient staffing resilience and capacity to support its journey to becoming financially sustainable and deliver the business change required. Risks of redundancy relating to the proposed deletion of the Finance Team Manager (Deputy S151 Officer) are mitigated by the proposed assimilation of the current post holder into the revised Head of Finance position.
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APPENDIX A Proposed management structure.



APPENDIX B Current management structure



APPENDIX C

Responses to Restructure Consultation

Date Received;	Name;	Comment;	Response;
8 November 2022	Manager	<p>My comments/suggestions are as follows:</p> <p>Five direct reports a CEO is a lot from my experience.</p> <p>The Head of Human Resources could report to the Strategic Director of Resources and subsequently the Business Change TM report to the Head of HR.</p> <p>There are synergies with these two elements of the service (HR and Business Change). Employees, Customers and Leadership. Customer centric organisations need to put employees first in some respects to transform the customer experience which you are striving for. HR is responsible for providing a service to the employee who is serving the customer. The employment, development and training of the employee contributes to the customer experience.</p> <p>All interactions between the organisation and the customers are delivered (employees) or designed by people (Business Change TM). The way those interactions feel for customers is an extension of how the people delivering or designing them feel about their work.</p> <p>The Business Change Team Manager is to deliver changes and efficiencies across ALL services which HR serves and is within the remit of the Strategic Director responsible for Finance and IT for ALL services.</p> <p>I realise the above does increase the span of control for the Strategic Director of Resources.</p>	<p>Noted. In developing the proposals there were a number of options as to the spread of responsibilities of the existing and proposed new Strategic Director as well as the Chief Executive and on balance the proposed approach is felt to be the appropriate one.</p> <p>Equally, who the Business Change Manager reports to was also given careful consideration. It was felt, however, the best place for this role was to support the new Strategic Director – Resources in driving service transformation to meet the challenges in the medium-term financial plan and to support the delivery of the capital strategy.</p>

5 December 2022	Manager	The table in 6.0 – a suggestion – might be clearer if the savings from the Finance Team Manager post were shown separately or the description referring to net cost.	Noted, but no changes proposed
6 December 2022	Manager	I see that the business change manager refers to the customer experience. Does this mean that there will be changes in terms of who reports to me, or do we just envisage that my role and the new role will work together? I can just see from reading the report that there could be some overlaps and obviously my position and the new position will report to separate directors who may have conflicting objectives and ideas.	Changes to the Customer services Manager role are not envisaged. The two roles will work together and with other managers. The directors will work collaboratively on business efficiency and change.
3 January 2023	UNISON	<p>Overall comments received from member highlighted concerns that adding an additional high-level position will deliver valuable customer service or put them at the heart of what we do as most would prefer additional front line staff actively delivering a service than another decision making position.</p> <p>It is evident that teams are having to justify the replacement of frontline staff and when the councils' plans are to create posts and reduce works across directors.</p>	The new director role has been created to improve the strategic focus on providing excellent customer service and will lead and foster a culture of service improvement across the Council for the benefit of residents, members, business and other partners.
January 2023	UNISON	3.1.2 The Business Change Team Manager will be responsible for leading reviews across the Council to achieve efficiencies across all service areas through process review, technological improvements, market testing and benchmarking to ensure maximum value for money while making improvements to the customer service experience. This appears to be rushed through without proper statistical or financial information provided. Why do we need more management when the workforce is needed to deliver the services to the public - the changing needs of communities and their expectations and demands will not be covered by	The new role will provide much needed corporate capacity to develop and support the transformation of all council services and act as a critical friend with a corporate approach to ensure consistency and efficiency. The role will work with managers to consider how processes and operations can be made more efficient to deliver more effective services to customers.

		more senior managers.	
3 January 2023	UNISON	3.1.3 The role of Head of Finance the Council needs to ensure that the person is the best candidate for the role. There are many examples where the Council has made other staff apply for roles and sit competitive interviews for job roles. It is felt that the same should happen here and there is distaste that this only happens to lower grade members of staff.	The Appointments Committee will determine if the individual is suitable for the role. This approach is being taken to seek to minimise the possibility of redundancy in the substantive role and the postholder is the only internal permanent employee who meets the financial qualification criteria needed to apply for the role. This approach also provides an internal development opportunity for future career succession planning.
3 January 2023	UNISON	3.2 Strategic Director of Place How is it justified that this director posts loses a 3rd of their current reporting?	The change in responsibilities is to allow the director to focus on the key Council objectives around Coalville and wider regeneration initiatives to deliver investment into the district.
3 January 2023	UNISON	3.3 Strategic Director of Communities the report outlines that the Council need to ensure resilience within its management structure however then give the Councils largest services (Community services, waste and housing) on to one director's responsibilities.	Bringing Housing and Community Services together will provide the necessary strategic leadership and synergy to support the improvement of all of the Council's key front line services to communities.
3 January 2023	UNISON	4.0 Chief Executive Following research with other councils it has been established this is a common additional payment, therefore, it is proposed that a Monitoring Officer payment of £5,000 per annum should be added to the role. Do you have the relevant research to support this proposal by means of a attached appendix or background paper with the research? There are other members of staff that have taken on additional responsibility and receive no reimbursement for their duties, why is this permitted in this case specifically. When looking at efficiencies, as the Deputy monitoring officer currently receives a special responsibility payment and therefore the	The Monitoring Officer (MO) role is designated in Local Government legislation and has particular and exclusive responsibilities that distinguishes it from other Head of Service roles. The research has shown that the MO role often is located at a more senior level or receives an additional level of payment than other Heads of service in comparably sized councils – this new payment is seeking to redress this balance. The legal professional's marketplace is currently highly competitive, and this measure is being implemented to ensure this role is competitive and to encourage retention.

		Monitoring Officer of senior rank has assumed responsibility previously without payment, why does this need to change?	
3 January 2023	UNISON	<p>6.2 The funding of these roles is included in the proposed Budget 2023/24 and Medium-Term Financial Plan 2023-28.</p> <p>Why are these plans not included as background papers? The forecast of expenditure is provided without clear definition where the £133k in 2025/25 will be sourced from - are service cuts in staffing likely to drive this in the near future?</p>	The budget proposals have been circulated for consultation, and the final budget proposals will be presented to the Council meeting on the same date as this report.
3 January 2023	UNISON	<p>6.4 The Business Change Manager would be funded in the first two years from reserves. The wording of the paragraph suggests that there will inevitably be further reviews and suggesting that the post will be funded in years 3 onwards by net savings. Where is the evidence and background papers to suggest this is possible? Until this can be provided then the post should be limited to a 2-year fixed term contract. What would be the Councils plan to fund this position when if the reserves ran out??</p> <p>It's felt by members that it is not clear what services will come under the Business Change Team Manager as the Customer Service Team Manager remains under Andy Barton Strategic Director of Communities, but the new Business Change TM will review efficiencies in technology and improvements in customer experience. It is felt that this is exactly what the Customer Service TM is doing.</p> <p>Customer Services still proceeds without a Head of Service and therefore have a team manager reporting directly to a Strategic Director – a suggestion of a Head of Customer Experience could be appointed and take the finance for the role as described for a Business Change team manager and could acquire Transformation</p>	<p>There is always scope to drive efficiency savings in service areas, If the savings are not realised we will review the funding of the role. The budget processes are being managed to ensure reserves are maintained at a satisfactory level. It is preferable to recruit to permanent roles wherever possible as it is more likely that good candidates will be recruited given the current tight labour market conditions.</p> <p>There are no proposals for the Business Change Manager to have any direct reports currently. They will work in a collaborative, matrix management approach with existing managers and teams. The work of the new Business Change TM will be structured to complement any existing work being undertaken by other managers.</p> <p>A Head of Transformation was considered as an alternative title/role during early discussions around the additional management resource to support the efficiency work, but the conclusion was the role could be effective at team manager</p>

		in their remit?	level.
3 January 2023	UNISON	<p>7.1 Based on the report a corporate leadership structure is attached as Appendix A. It is intended that several second phase reviews will follow through the work of the Head of Transformation to drive efficiencies from existing budgets in conjunction with the other Heads of Service. If this is intended, then the Council needs to be transparent. If it is intended, then they must have an idea of the next phases. It is generally felt by members that this is an implementation designed to protect the top management, leaving frontline staff worrying about their future. Also 7.1 mentions a Head of Transformation, is this another planned senior management role?</p>	<p>There are no plans to have a Head of Transformation – see above – this was a legacy title typo from an earlier draft of the report.</p> <p>It is clear in the budget reports that the Council will need to make savings in future years should new homes bonus and business rate income reduce</p> <p>Proposed changes to the way in which the Council manages its capital programme as outlined in the budget papers makes it clear that the priority for services will be to identify projects that will reduce overheads e.g. energy costs, and generate income to bridge any financial shortfall. Investing in technology may also provide opportunities for services to improve efficiency.</p> <p>If service reviews are undertaken in the future, these will be implemented in a considered and thoughtful way and in full consultation with trade unions and affected staff at the time.</p>
3 January 2023	UNISON	<p>7.2 If the proposed structure is agreed the following will be implemented in the new financial year Is this the right timing given local elections a month later?</p>	<p>Getting a new structure in place as early as practicably possible is considered essential to support the new Council during the early months of its life.</p>
3 January 2023	UNISON	<p>APPENDIX A Proposed management structure. One of the key elements of making efficiencies are driven by digitisation and process mapping, change etc, yet ICT, customer services and customer experience are under different directors on the proposed restructures. Is this an efficient and collaborative way of working in this case?</p>	<p>The directors will work collaboratively to ensure there are good linkages and cross departmental working where needed.</p>
3 January	UNISON	Overall, this report has left	There is no cause for staff to

2023		members feeling uneasy about the future and appears to be bringing another highly paid tier staff that will possibly be paid for in the future by department and frontline cuts to staffing and budgets.	feel uneasy about the proposals. The proposed structure will provide the necessary strong and resilient leadership the Council needs to meet the current and future challenges ahead.
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