

<b>25 November 2015</b>		<b>ITEM: 12</b>
<b>Council</b>		
<b>Recruitment of Corporate Director of Environment &amp; Place (New), Corporate Director of Children's Services (Existing) and Director of Commercial Services &amp; Commissioning (New)</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non- key	
<b>Report of:</b> Councillor John Kent, Leader of the Council		
<b>Accountable Head of Service:</b> Jackie Hinchliffe, Head of HR, OD and Transformation		
<b>Accountable Director:</b> Lyn Carpenter, Chief Executive		
<b>This report is public</b>		

## **Executive Summary**

This report seeks the agreement of Council to recruit a new Corporate Director of Environment & Place, to recruit a replacement for the Corporate Director of Children's Services (existing) and a new Director of Commercial Services & Commissioning.

### **1. Recommendation(s)**

#### **1.1 To note and approve in accordance with the Council's Constitution and the Pay Policy Statement:**

**Subject to the outcome of formal consultation, General Services Committee to make arrangements for the recruitment of a Corporate Director of Environment & Place, Corporate Director of Children's Services and a Director of Commercial Services and Commissioning; and**

#### **1.2 The recruitment of Senior Officers.**

### **2. Introduction and Background**

#### **2.1 Consultation on a revised senior management structure commenced on the 15 October 2015 and it concluded on 16 November 2015.**

The proposed changes are intended to streamline senior management roles enhancing corporate strategic focus, reduce costs and maximise capacity across the council to prepare the organisation for the challenges ahead.

This moves away from service specific directors to three Corporate Directors with wider service accountability as well as matrix responsibility for transformation programmes to develop our response to the financial challenges ahead. These roles will be supported by a corporate centre of services reporting directly to the Chief Executive. Overall the proposal reduces the number of senior officers by 3 (14%) and saves circa £430k. The current budget for 15/16 already assumes an in-year saving of £167k which was intended to be delivered through shared services and so this proposal both meets that target and delivers a further £263k reduction.

The Chief Executive will directly line manage the corporate service areas including HR, Finance and Legal etc. which removes the need for a Corporate Director of Resources and will avoid costs to the council of £150k.

To recognise the direct line management to the Chief Executive and their role on Directors' Board, these Heads of Service will be retitled Directors. This change is to enable the authority to be attractive to a high quality calibre of applicant and renaming the roles to 'Director' will appeal to a wider candidate pool. There will be no cost implications of the change in the title to Director.

- 2.2 There are six key principles which have underpinned the restructure proposals which are detailed below. They are intended to guide the organisation although they also need to remain flexible as one size does not necessarily fit all the service areas for which the council is responsible. The principles will drive a more effective internal 'way of working' and it is intended that all restructures going forward will be based on this guidance to drive one model for the organisation.

A key principle is that, in light of the financial challenges ahead, the organisation needs to ensure that it 'gets it right, first time, every time' and having all service functions in one place will help support this aim. Not only will this ensure the organisation is more effective, but more importantly it will provide a better service to residents, customers and businesses.

The six key principles are:

- Spans of control will have no fewer than 4 and up to 7 direct line reports;
- Services will be located in one place i.e. ICT, procurement, strategy etc;
- An effective corporate hub that enables and supports front line delivery;
- Embed commerciality and innovation throughout the organisation;
- Matrix working and collaboration; and
- Fewer senior managers.

2.3 The proposed new structure includes the following posts which, subject to the outcome of consultation, are expected to require external recruitment/market testing:

- The new Corporate Director of Environment and Place brings together all the services which really drive the agenda around Thurrock being a great place to live and work with particular reference to the public realm, regulatory services and those that the 'universal resident' values most highly. The current structure of Directors of very specific service teams has meant that the potential synergies of working closely together on one agenda can sometimes be lost. Having a single, highly effective senior officer in this role will support the council in achieving its ambitions around Regeneration and the real opportunity to deliver a world class Place for our residents and businesses; and
- Director of Commercial Services and Commissioning – this role is being put in place to embed a commercial approach within the council, driving innovation and income generation and a council wide strategic approach to commissioning and procurement. To meet the future challenges the council needs to move towards a position of financial independence and increased income in order to continue to meet the needs of residents and achieve our aspirations.

2.4 The current Director of Children's Services has indicated her intention to leave to take up a role at London Borough of Islington although the timescales have not yet been finalised. Council is also asked to approve recruitment to this key role to enable the recruitment process to be as cost-effective as possible.

### **3. Issues, Options and Analysis of Options**

3.1 General Services Committee has responsibility for the discharge of employment functions including the selection of Senior Officers.

3.2 The Council's Pay Policy requires Council approval to commence recruitment to Senior Officer posts.

### **4. Reasons for Recommendation**

4.1 To ensure the arrangements for the implementation of the new senior structure are not delayed it is recommended that General Services Committee progress the selection process.

### **5. Consultation (including Overview and Scrutiny, if applicable)**

5.1 None.

### **6. Impact on corporate policies, priorities, performance and community impact**

6.1 None.

## 7. Implications

### 7.1 Financial

Implications verified by: **Sean Clark**  
**Head of Corporate Finance**

Members will be aware that the Council has to find in excess of £28m as a net budget reduction over the next four years and it is right that senior management costs should play a part in this.

The current budget includes a target of £0.167m in savings that would have covered the lost income from previous shared services. This proposal will save an estimated £0.430m thus meeting the savings target and contributing a further £0.263m towards meeting the forecast deficit in 2016/17. This should also be seen in the context of previously reported reductions to the cost of senior management totalling circa £1m.

The cost of senior management will continue to be reviewed as the council moves through a period of change over the medium term.

### 7.2 Legal

Implications verified by: **David Lawson**  
**Monitoring Officer and Deputy Head of Legal Services**

General Services Committee may discharge the final decision on the appointment of Chief Officers (except statutory Chief Officers/ Directors where the final decision on appointment shall be by Full Council upon recommendation of General Services Committee)

Additionally pursuant to the Authority' Pay Policy Statement prior agreement of Full Council is required for a recruitment exercise for "any new permanent, senior officer post."

### 7.3 Diversity and Equality

Implications verified by: **Natalie Warren**  
**Community Development & Equalities Manager**

Recruitment to will be in accordance of the Council's policies

### 7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

**Report Author:**

Lyn Carpenter  
Chief Executive