

Cabinet – 14th June 2010
Organisational Development

Agenda Item 5f

Portfolio Area: Strategy
Report Presented by: Councillor Graham Butland

Background Papers: Report to Cabinet December 2009
Corporate Implications: Please refer to paragraph at the of report
Options: There are no options if the Council wishes to make the revenue base savings and secure the right level of skills and experience to deliver the overall goals and aspirations.
Risks: Without securing the right skills and experience there is a risk to the Council not achieving it goals and aspirations.

Executive Summary

This paper sets out the final outcome of the management review and the implementation plan and updates Cabinet as to any changes to the original proposals.

It demonstrates that the savings targeted on management costs have been achieved and it has strengthened the resilience of the Council's management for the future.

Decision

- (a) To endorse the management structure as set out in the Appendices.
- (b) To note the decision on changes to terms and conditions of employment for Directors (delegated decisions taken by the Leader of the Council).
- (c) To agree the designation change from Head of Enterprise and Development to Service Director (Sustainable Development).
- (d) As required by the Constitution, to set up an Appointments Panel to deal with the appointment to this post.

1.0 Background

As Members may recall, organisational proposals were brought to the Cabinet in December 2009. As with all organisational development, situations are fluid and different pressures and priorities continuously influence the skills and experience required to deliver. This report updates and amends, where appropriate, the December report and sets out a clear implementation plan.

I have been reviewing the Council's management structure against the background of diminishing funding, which will continue for the foreseeable future, and the changing face of local government, which is creating a degree of uncertainty in the future, and the Council's priorities and aspirations. I have come to the conclusion that it is not possible to say that there is such a thing as a permanent management structure; there can only be fluid organisations that change and adapt to the climate in which they find themselves - we are no different.

I attach the current organisational structure as at April 2010. Over the next six months, the changes anticipated will be worked through as pragmatically as possible, which will lead to the final structure as set out in Appendix 3. Our organisation, like many others, will be under continuous review and development to reflect the changes of office accommodation and space sharing, shared services and the government's approach to public sector debt. National and local issues will affect how we organise ourselves.

As Members will know by now, Nicola Beach has been appointed to the role of Corporate Director, which has enabled me to review the organisation against the challenges ahead and the skills available. I have, therefore, made some minor management reporting amendments, which will create a better fit around our priorities and skills. These are set out in Appendix 2. I have also discussed with the Leader of the Council some of the longer-term issues and priorities and it has been agreed that we will seek to secure an individual who will lead on our economic, development and infrastructure challenges and projects. This again, has meant some minor alterations to the management reporting lines. The final management structure is set out in Appendix 3 and it is the intention to have this in place by December 2010.

Set out below are the schedule of changes and the anticipated dates.

2.0 Schedule of Changes for 2010/11

1. Peter Crofts will retire on 31st December 2010 and Nicola Beach will be in post by 1st July 2010.
2. Nicola Beach will take immediate responsibility for the Environment, Community Services and Operations.
3. Peter Crofts will give corporate support to some of the key projects currently being undertaken and be responsible for the Development and Enterprise function.
4. Paul Munson will be leaving the organisation on 31st August and Russell Everard on 31st December.
5. We will aim to recruit a new senior post to lead the Development and Enterprise service by autumn 2010.
6. Paul Munson will continue to focus his time on the LDF, major developments and managing the planning service. From 1st May 2010, Russell Everard will be focused on economic development and the marketing of the District, and will conclude the review of the Museum Trust and Warner's Archive.
7. With Russell Everard giving a strong focus to economic development it is proposed to transfer the responsibility for leisure and culture to Charmaine Dean including the key project of Witham Leisure Centre. This work fits together with the work which is currently being undertaken on the transfer of local facilities into local management.

8. Both the Heads of Housing and Community Services will be retained as the capacity demand on key project work justifies this position. Joanne Albini as Head of Housing will continue to report to Chris Fleetham and Charmaine Dean will report to Nicola Beach with effect from July 2010.
9. Paul Partridge, Head of Operations will report to Nicola Beach from July 2010.
10. Service Director (Sustainable Development) is currently subject to recruitment and has been pitched on a slightly higher salary level to ensure we attract an individual with the skills and capabilities to lead an economic regeneration and development agenda, which delivers a prosperous District with an excellent quality of life. This post will report directly to the Chief Executive and be a member of Management Board.

Appendix 1: Organisational Structure: April 2010

Appendix 2: Organisational Structure: July 2010

Appendix 3: Organisational Structure: End of December 2010

3.0 Economic Development and Infrastructure

The Council is facing a challenging period of seeking economic prosperity for the District, against a background of potential reduction in public sector finance and ensuring a balance in housing growth. Braintree District has significant competition from the growth areas of Chelmsford, Colchester (Haven Gateway) and the M11 corridor, as well as slightly further afield, from the Thames Gateway.

All of these areas seeking growth leave the Council in a challenging infrastructure position; inward investment will be difficult to secure and the Council will be in competition for scarce skilled resources to deliver our ambition.

We need to secure the necessary skills and experience to operate in this challenging climate and be able to 'punch above our weight' within Essex and the region if we are going to secure a prosperous future for the Braintree District. In the research and discussions that have been undertaken regarding securing the skills and experience necessary, we will need to make the salary package more attractive. In consultation with the Leader we have advertised a post to head up our planning, development and growth functions at around 10% higher than the current Head of Service scale. Members may recall that to secure the recent appropriate Director appointment, it was necessary to agree a market adjustment in the scale and some minor changes to terms and conditions, this appointment will require a similar approach.

It is intended to recognise this role as a Service Director and that the post holder sits on the Council's Management Board. This reflects the high priority placed on the growth and infrastructure agenda. The post holder will, however, focus on the issue of District Development and not play as full a corporate role as the Corporate Directors. The post holder will report direct to the Chief Executive.

4.0 Financial Position

The Head of Finance has reviewed all the salary and staffing proposals and has confirmed that the £100,000 savings target has been achieved as a result of the management changes and the appropriate allocations of staffing to capital schemes.

Members may recall that funding was put aside to deal with the management review and the overlap of appointments. The one-off costs to be met are £112,226, which can be met from the allocated reserve.

5.0 Summary

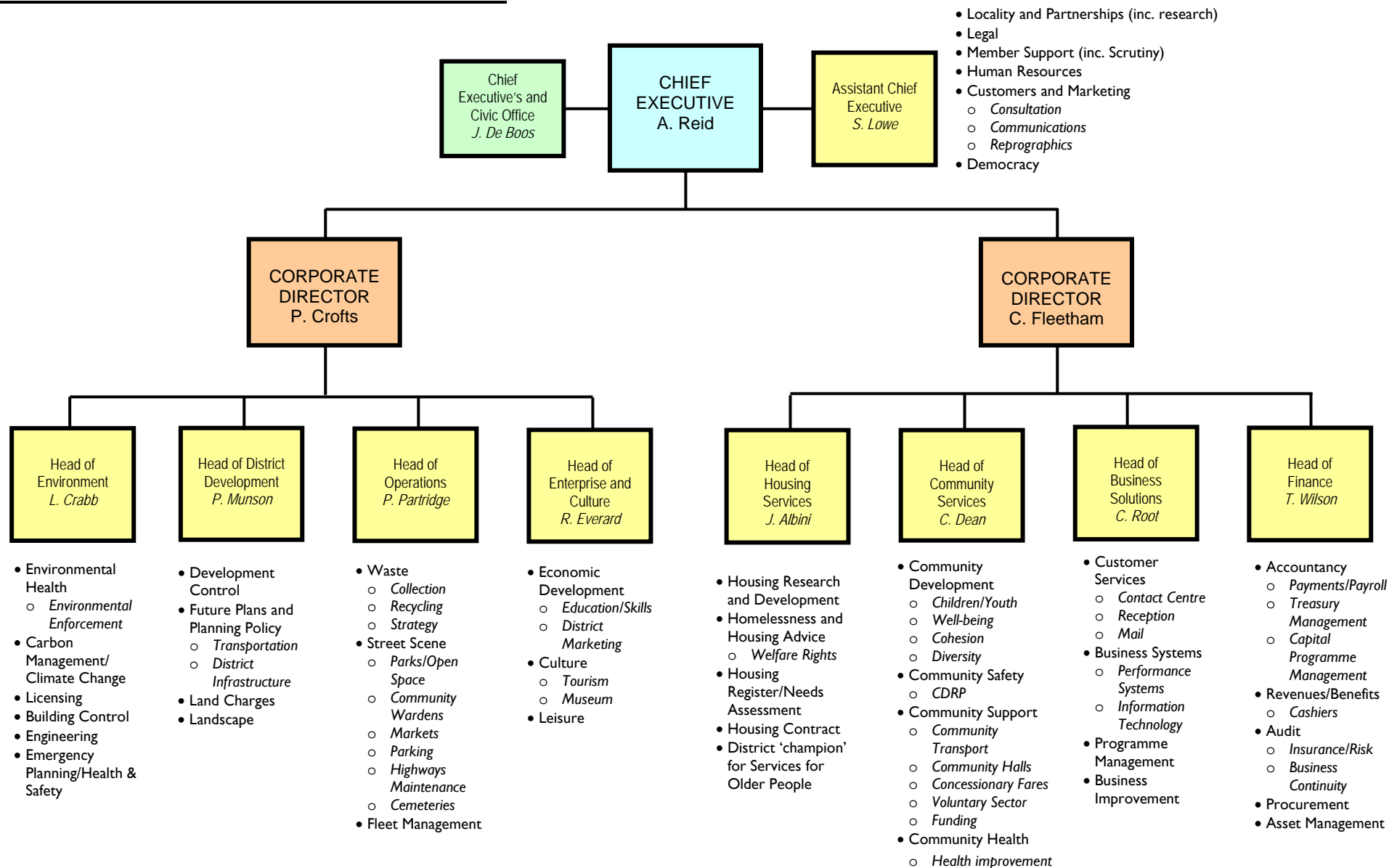
I trust the above clearly sets out the position for the next twelve months. As I have said earlier, there are some major challenges for local government that will require us to change further and, therefore, I can only emphasise that the management structure is fluid and we will need to respond to a changing environment.

The issues that could bring about further changes are:

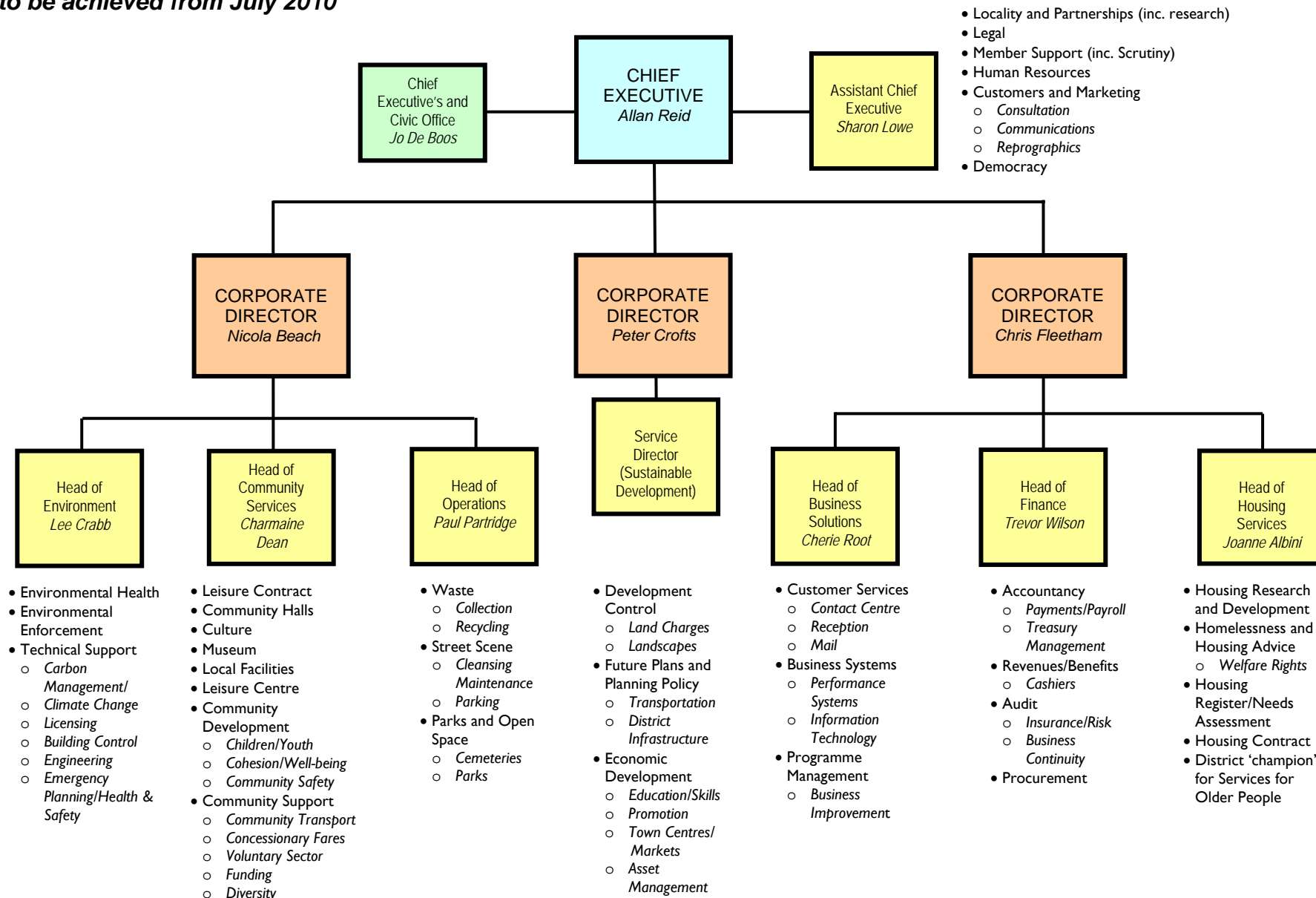
- (a) A new government's approach to address the issue of public sector borrowing and therefore a reduction in our grant settlements.
- (b) Shared services and whether we will be directly managing all the services we now operate.
- (c) Affordability of all that we now deliver.
- (d) A move towards more commissioning than providing and how we organise ourselves to achieve maximum value to what is actually delivered.

Corporate Implications			
Financial:	Management reductions of £100,000 in the revenue budget and one-off costs of £112,226 to be met from the earmarked reserved.		
Legal:	None		
Equalities & Diversity:	The Council's processes and procedures will apply to recruitment.		
Customer Impact:	Improved leadership of delivery of corporate strategy.		
Environment & Climate Change:	Improved leadership of delivery of corporate strategy.		
Consultation/Community Engagement:	Local Committees		Partners
	Public		Staff
Key Decision:	No		
Public/Private Report:	Public		
Officer Contact:	Allan Reid		
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ORGANISATIONAL STRUCTURE AS AT APRIL 2010



ORGANISATIONAL DEVELOPMENT
Structure to be achieved from July 2010



Structure to be achieved by end of December 2010

