

Management Restructure and arrangements to recruit a Director of Resources

Summary: In response to the changing context in which the District Council is operating, not least in respect of responding to the Government's devolution and local government reorganisation and reform agendas, thought has been given to making small changes to the senior management structure of the authority. This paper details those proposed changes and asks Council to establish an Employment and Appeals Committee to support the process of recruiting a Director of Resources.

Options considered: Making no change to the current senior management structure or different structures.

Conclusions: Council needs to have a senior management structure capable of supporting the authority continuing to deliver services and Corporate Plan priorities whilst contributing to countywide conversations and workstreams in developing proposals for devolution and local government reorganisation and the changes now proposed to the management are considered to meet those challenges.

Recommendations: Council is asked to:-

- 1) Note the revised senior management structure detailed in the report so as to meet the needs of the organisation moving forward in creating additional capacity to respond to the programme of Devolution and Local Government Reorganisation in Norfolk – particularly the deletion of the post of Director of Place and Climate Change and creation of an additional Assistant Director post (AD – Corporate Services and Transformation);
- 2) Nominate members to serve on the Employment and Appeals Committee to support the recruitment of a Director of Resources

Cabinet Member(s): Cllr Tim Adams, Leader of the Council	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive	

1. Introduction

- 1.1 The current senior management structure of the Council has been in place since late 2020, following approval by Full Council at its meeting of 23rd September 2020.
- 1.2 After four years, the recent resignations of the Director of Place and Climate Change and Director of Resources, and the increased workload faced by the Council in the medium-term engaging with the processes of Devolution and Local Government Reorganisation, it is appropriate to consider the extent to which the current senior management structure of the authority continues to meet the objectives of the model agreed in September 2020.
- 1.3 Thought has therefore been given to this changed operational context and some minor changes to the management structure, with the objective of creating additional capacity particularly to respond to the workload associated with local government reorganisation, are now proposed as detailed in this report.

2. Background

- 2.1 The current management structure of the authority (shown at Appendix 1) comprises the Chief Executive, three Directors and six Assistant Directors and sought to increase the strategic and service delivery capacity of the organisation through more clearly defining the roles and responsibilities of senior managers within the Council.
- 2.2 The model separated the strategic leadership of the Council from the day-to-day operational management of the authority achieved through the following arrangements:-
 - Corporate Leadership Team made up of the Chief Executive and three Directors leading on issues such as strengthening the governance framework of the Council; developing a strategy to improve the Council's future financial sustainability; working with the Cabinet in delivering many aspects of the Council's Corporate Plan; and improving the Council's reputation and standing through strategic partnerships at a local, County and regional level in response to emerging national Government policy; and
 - Management Team made up of the six Assistant Directors, leading on service delivery, development and improvement; business process reviews to deliver ongoing efficiencies; customer service standards and complaint management and resolution; performance management, including responding to audit recommendations and other compliance issues; and staff / team development to support high quality service delivery.
 - A small Executive Core of "corporate" services reporting to the Chief Executive to ensure consistency of practice across HR and project

management issues and in managing the corporate reputation of the Council through strong branding and communications approaches.

- 2.3 Whilst the model agreed in late 2020 has served the Council well, supporting significant achievements in delivering the Council's Corporate Plan objectives and maintaining high levels of core service performance; the demands which will be placed on the Council moving forward in terms of planning and implementing proposals for devolution and local government reorganisation in Norfolk alongside the authority continuing to deliver Business as Usual and other priorities of the incoming Government – particularly with respect to housing, planning and waste and delivery of the Fakenham Leisure and Sports Hub project, coastal issues and the strategic positioning of the Bacton Energy Hub in light of significant developments in the Carbon Capture and Storage, hydrogen and Net Zero sectors; are significant and require consideration to be given to whether the current structure is best able to meet the needs of the Council moving forward.
- 2.4 Given the above, a revised senior management structure for the authority has been developed, as detailed at Appendix 2. This retains a Chief Executive (Grade 1) and two Directors (Grade 2), with seven Assistant Director (Grade 4) posts. This would see the deletion of the Director of Place and Climate Change post from the establishment and the creation of a new Assistant Director Transformation and Corporate Services (Grade 4) position (covering Comms, Customer Services, HR, Project Management and Corporate PAs), which will be critical areas of service as the reorganisation of local government moves forward in the coming months. It is also proposed that one of the two director posts (ie either the Director of Service Delivery or Director of Resources) be designated as Deputy Chief Executive and paid a small supplement for those responsibilities.
- 2.5 There would also be some modest changes of reporting lines of some teams – particularly those in the previous Executive Core which would report to the new Assistant Director position rather than directly to the Chief Executive, creating additional capacity for the Chief Executive.
- 2.6 Such a model would deliver a net annual saving of approximately £35,000 which it would be proposed is taken as a saving given the continued need for the authority to realise real savings from its budget in this and future years given the “freeze” in the spending power of district authorities in the 2025/2026 settlement and modelling in the medium-term.
- 2.7 The revised management structure envisages retention of the Director of Resources position, recognising the statutory Chief Finance Officer responsibilities and the continued need for focus in leading the Council's efficiency programme given the financial context detailed at paragraph 2.6 above. There is therefore a need to advertise and recruit into this position.
- 2.8 Appointment into the role of Director of Resources, as a Chief Officer post, requires the establishment of an Employment and Appeals Panel, to support the recruitment process. Council is therefore requested to nominate members to support this process, working with the Chief Executive and HR Manager, so

that arrangements can be made to advertise this position. Appointments at Management Team level – ie the new Assistant Director post do not require member involvement and arrangements are therefore being made to finalise a job description and advertise this role in the next couple of weeks.

3. Decisions to be taken

- 3.1 Council is asked to note the report and minor revisions to the senior management structure of the authority reflecting the current and future context in which the authority will operate given the need to maintain core service provision at a time when the authority is also needing to be working with partners around the issues of devolution and the establishment of a Mayoral Combined Authority across Norfolk and Suffolk and local government reorganisation so that the interests of our rural and coastal communities, businesses and residents are properly represented in these significant changes to local public service reform.
- 3.2 Council is also asked to nominate representatives to support the process of recruiting a Director of Resources through establishing an Employment and Appeals Panel to fulfil the requirement for an interview panel which will make recommendations on any appointment to a future meeting of Full Council.

4. Corporate Plan Objectives

- 4.1 There are no direct impacts from this decision on the delivery of the Council's Corporate Plan objectives.

5. Medium Term Financial Strategy

- 5.1 There is no direct impact from this decision on the Medium-Term Financial Strategy, although with a continued need to deliver efficiencies and savings against a background of continuing pressures on all of the Council's budgets and engagement in detailed planning for likely local government reorganisation where representation in financial planning workstreams will be required, the recruitment of a Director of Resources who can lead on these issue for the authority is considered essential.

6. Financial and Resource Implications

- 6.1 The modest changes to the senior management structure proposed will increase capacity and deliver a saving moving forward of approx. £35,000 per annum, at a time when the Council still needs to realise efficiency savings.

7. Legal Implications

- 7.1 There are no legal issues arising from this report; the Chief Executive is required to put in place and keep under review a management structure for the authority which responds to the context in which the authority operates.

8. Impact on Climate Change

8.1 Not applicable

9. Equality and Diversity

9.1 There are no equality and diversity issues raised by this report.

10. Section 17 Crime and Disorder considerations

10.1 Not applicable

11. Recommendations

Council is asked to:-

- 3) Note the revised senior management structure detailed in the report so as to meet the needs of the organisation moving forward in creating additional capacity to respond to the programme of Devolution and Local Government Reorganisation in Norfolk – particularly the deletion of the post of Director of Place and Climate Change and creation of an additional Assistant Director post (AD – Corporate Services and Transformation);**
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