

SENIOR MANAGEMENT STRUCTURE

V3 - FINAL
14/09/2020



NORTH
NORFOLK
DISTRICT
COUNCIL

north-norfolk.gov.uk

BUSINESS CASE

SENIOR MANAGEMENT RESTRUCTURE – THE CASE FOR CHANGE

Following the Full Council elections in May 2019 the incoming administration commissioned a review of the Council’s organisational capacity and capability to deliver their manifesto pledges which concluded that the Council needed to achieve “a rapid step change in the style and drive of corporate leadership”.

Subsequently, the Council agreed to re-create the post of Chief Executive and detailed consideration has since been given to how management style, culture, capacity and resilience can be changed and strengthened to meet the administration’s ambitions for the authority over the period to at least 2023.

The context in which the Capability Review was undertaken has without doubt changed since the summer of last year. Over the past six months the Council’s focus has needed to be on responding to, and more recently supporting recovery from, the COVID pandemic. This has meant that the focus of the organisation has been on partnership activity to protect and support our communities and businesses rather than seeking to deliver on the Council’s Corporate Plan priorities and objectives.

Looking forward there remains considerable uncertainty, but an expectation that the virus will “come back” during the autumn / winter period, whilst the economic impact of the virus on the wider economy, including here in North Norfolk, is expected to be significant requiring ongoing focus of the Council. At the same time, the Government is to publish a White Paper in September on Devolution which will inevitably require detailed appraisal and consideration with the potential of renewed debate in Norfolk about local government reorganisation if we are to realise the benefits of increased financial resources and powers for the County from Government through some form of “Devolution Deal”.

Notwithstanding this context, the Council’s Cabinet wishes to see delivery of its Corporate Plan objectives and has begun to review and prioritise its ambitions in the short (next nine months) and medium terms (next two years). Concerns in this regard have been raised that the Council might seek to do too many things at once and doesn’t have a good track record of delivery / completion of projects and proposals – essentially that we try to do too many things at once such that we don’t do many things in a timely manner or particularly “well”. We therefore need to do fewer things better, with a keen focus on delivery and completion both at an officer and Cabinet (member) level. Reflection has also been given to whether the existing senior management arrangements have the capacity to deliver the political vision for the district as a team of seven.

BUSINESS CASE cont.

Whilst there is no standard or “right” model for the management of a district or borough council, recognising that each place or community is unique and faces different challenges, service demands, geographical, economic and demographic context – the management models of many similar local authorities to North Norfolk have been reviewed and a model is now proposed which it is believed would serve the District well over the next few years in meeting the expectations and political vision of the current administration.

The model proposes a new senior management structure which seeks 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.

The model proposes separating leadership and management responsibilities through a new Corporate Leadership Team and Operational Management Team as outlined below and on the attached structural chart.

The model proposes a Chief Executive and small Executive Core of corporate support functions; together with three Directors / Directorates, supported by six Assistant Director posts.

This will increase the senior management capacity of the organisation by moving from a recent senior management structure of 8 posts - 2 Corporate Directors and 6 Heads of Service; to 10 posts – 1 Chief Executive, 3 Directors and 6 Assistant Directors. The model allows for retention of existing postholders and their knowledge and experience and seeks to provide growth and personal development opportunities for individuals within the current Heads of Service and Service Manager cohort, thereby strengthening organisational capacity and resilience.

The model has been the subject of consultation through the period 10th August to 9th September 2020; during which time a number of small changes have been made to the draft proposal issued for consultations. These changes equate to the line management of the Customer Services, Democratic Services and Human Resources teams and functions, based on comments made during the consultation process.

Corporate Leadership Team:-

The Corporate Leadership Team (CLT) will be made up of the Chief Executive and three Directors, supported by the Communications and PR Manager to provide advice on external and internal communications issues and the PA to the Chief Executive and Leader / Corporate PA team.

CLT will work closely with the Council's Cabinet in seeking to deliver the Corporate Plan objectives and ambitions. This will include engaging with and through partners at a local, county, regional and national level to ensure that North Norfolk's needs are understood in terms of policy development and in seeking to secure the resources needed to deliver the Council's priorities.

CLT will ensure that through the work of the Council at an officer and member level and working in partnership with a wide range of other bodies including statutory organisations, other public bodies, and organisations in the voluntary, charitable and environmental sectors, the objectives of the Council are widely promoted and understood so that the best possible outcomes can be secured for the District's residents, communities and businesses.

CLT will take a strategic overview of the Council's performance management framework, customer services standards and financial position but will empower the Operational Management Team, made up of the Directors and Assistant Directors, to lead on and be accountable for service level performance, high levels of customer service, efficiency and delivering value for money.

CLT will manage relationships with external stakeholders and seek to build and further promote the positive reputation of the Council as a provider of good quality services, champion of local communities and as a Category 1 responder in respect of civil contingency events.

CLT will consider and advise all elected members on matters of corporate policy as they impact upon both the Council and the District particularly with regards to the emerging Devolution agenda and potential local government reorganisation such that the needs of individuals and communities across our large rural and coastal district are promoted and understood.

CLT will co-ordinate the Council's response to civil contingency events and emergency situations as required with a member of the team fulfilling a lead "duty officer" role on a weekend / Bank Holiday rota basis.

BUSINESS CASE cont.

Operational Management Team:-

The Operational Management Team (OMT) will be made up of the three Directors and six Assistant Directors and will provide leadership and clear communication to senior managers, internal teams, and staff across the Council to ensure that the Council's objectives are met through a focus on good quality customer service, efficiency and delivering value for money services.

For clarity, the Chief Executive will not be a member of OMT, responsibility and accountability for service standards and customer experience, service delivery methods, continuous improvement, budget management and financial control at a service and directorate level will rest with OMT, with only significant reporting of variances and key staffing / resourcing issues being matters for CLT.

This arrangement is intended to provide empowerment, responsibility and accountability for service delivery to the Operational Management Team and Directors / Assistant Directors at a Directorate / Service Team level through the development and operation of sound performance management systems, positive use of the Council's appraisal system and encouraging creativity and innovation at a service and individual level in the delivery of high quality, value for money services to customers.

BUSINESS CASE cont.

Organisational Structure:-

The Executive Core will comprise the Chief Executive, Corporate PA Team, Communications Team, Elections Team, Corporate Delivery Unit (Corporate Performance) and Human Resources Team – all core elements of the Council's corporate responsibilities as a democratic public body.

There will then be three Directorates covering the following service areas / functions:-

Place and Climate Change -

Development Management, PPU, Building Control, Conservation & Landscape, Enforcement, Property Information, Planning Policy, Economic Growth, Tourism, Regeneration Projects, Coast, Climate Change, Housing Strategy & Community Engagement

Communities -

Benefits, Housing Options, Housing Adaptations, Early Help Hub, Health & Wellbeing, Public Protection, Commercial & Licensing, Waste, Civil Contingencies, & Leisure

Resources -

Accountancy, Audit, Revenues, Exchequer, Legal, Democratic Services, Property Strategy & Beach hut lettings, ICT, Customer Services, Property Services and Facilities Management

Posts at risk:-

The model in itself does not propose any redundancies and anticipates some growth opportunities for individuals at a Head of Service and Service Manager level whose current posts would then be proposed would be deleted from the establishment. In this respect, the new model proposed that the six current Heads of Service positions are deleted, therefore all post holders are at risk of redundancy.

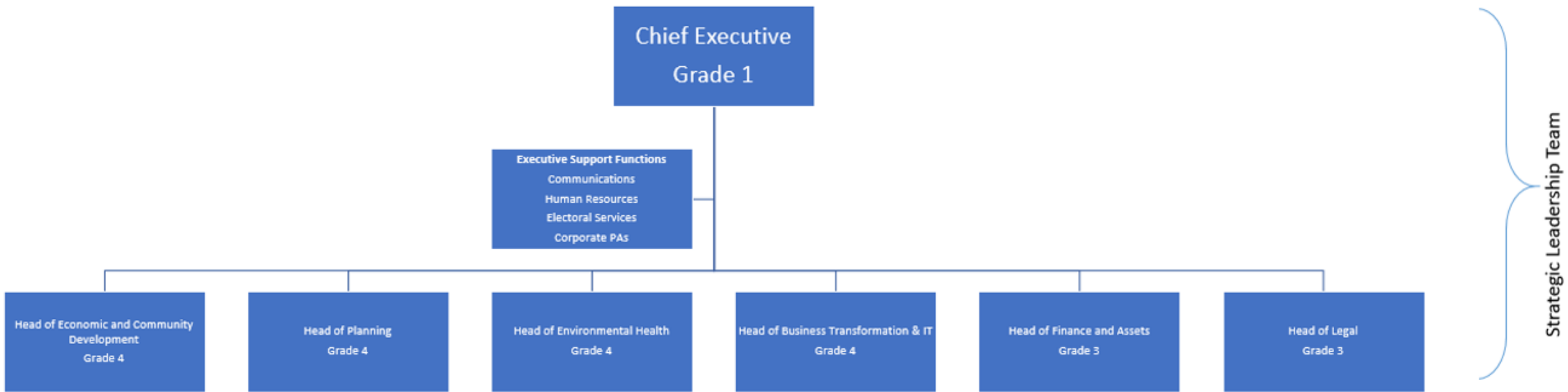
Financial Implications:-

It is anticipated that the new structure will involve an additional cost of up to £74,000 in the first year over the current model of x1 CEO and x6 Heads of Service.

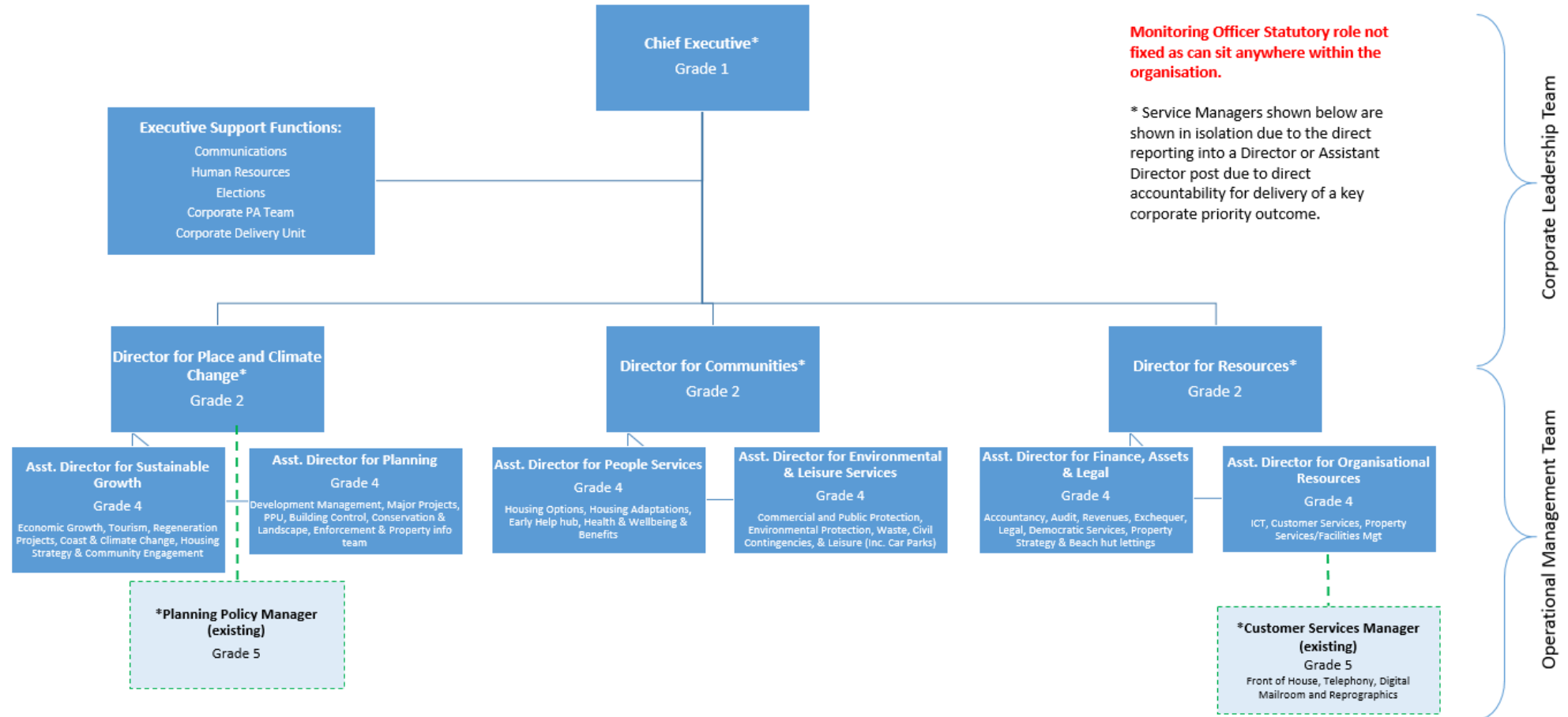
Steve Blatch

Chief Executive

CURRENT STRUCTURE



NEW STRUCTURE



S151 Officer Statutory role to sit within the Resources Directorate.

Monitoring Officer Statutory role not fixed as can sit anywhere within the organisation.

* Service Managers shown below are shown in isolation due to the direct reporting into a Director or Assistant Director post due to direct accountability for delivery of a key corporate priority outcome.

*** Personal responsibility for;**

- Chief Executive – Corporate Performance
- Director for Place & Climate Change – Local Plan
- Director for Communities – Quality of Life Strategy
- Director for Resources – Commercialisation Strategy

Partnerships and Outcomes

*This list is indicative not exhaustive

Director for Place and Climate Change

Partnerships / Relationships with key partner organisations:

- Duty to cooperate
- Transport East
- New Anglia LEP
- Norfolk Coast Partnership
- Broads Authority
- Historic England
- Bittern Line Partnership
- Visit East Anglia
- Visit North Norfolk
- Broads Futures Initiative
- CPE
- Marine Management Organisation

Outcomes:

- Local Plan
- Norfolk Coast Management Plan
- Shoreline Management Plans
- Broads Futures Initiative Management Plan
- Climate Change Strategy

Director for Communities

Partnerships / Relationships with key partner organisations:

- Norfolk Community Safety Partnership
- Norfolk Safeguarding Children's Board
- Norfolk Adult Safeguarding Board
- Norfolk CCG / Health Partnership
- Norfolk Community Resilience Forum
- Relationships with Strategic housing providers
- Relationship with SERCO, Every one Active, Openwide
- Early Help Hub Partners

Outcomes:

- Civil Contingencies Plan
- Quality of Life Strategy
- Accessibility Strategy
- Housing Allocation Strategy

Director for Resources

Partnerships / Relationships with key partner organisations:

- Business rate pool
- External suppliers / contractors – IT software, systems

Outcomes:

- Medium term Financial Strategy
- Commercialisation Strategy
- Asset Strategy – Acquisitions, Investment and Disposal
- Constitution
- Asset Management Strategy – maintenance of our properties

MANAGEMENT STRUCTURE from 01 November 2020

Job Descriptions for each post are enclosed separately.

The below data on headcount is correct as at 01 July 2020 and for Directors, includes the Assistant Directors or any additional direct reports. These figures are subject to change with any new starters or leavers between these dates.

Job Title	Grade	Salary bracket	FTE	Direct reports*	Service headcount*
Chief Executive	1	£108,650 - £110,976 pa	1.00	TBC	25
Director for Place and Climate Change	2	£75,849 - £88,432 pa	1.00	3	77 inc. Planning Policy
Director for Communities	2	£75,849 - £88,432 pa	1.00	2	101
Director for Resources	2	£75,849 - £88,432 pa	1.00	2	125 inc. Customer Services
Assistant Director for Sustainable Growth, Coast & Climate Change	4	£51,615 - £60,124 pa	1.00	Variable	20
Assistant Director for Planning	4	£51,615 - £60,124 pa	1.00	Variable	47
Assistant Director for People Services	4	£51,615 - £60,124 pa	1.00	Variable	55
Assistant Director for Environmental & Leisure Services	4	£51,615 - £60,124 pa	1.00	Variable	44
Assistant Director for Finance, Assets & Legal	4	£51,615 - £60,124 pa	1.00	Variable	45
Assistant Director for Organisational Resources	4	£51,615 - £60,124 pa	1.00	Variable	78 inc. Customer Services

PROCESS TIMELINE

Dates below are provisionally agreed and subject to change.

Action	Date
Collective consultation	Monday 10 August 2020
Individual consultation commences (30 days)	Monday 10 August 2020
Individual Consultation meeting 1	Monday 17 or Tuesday 18 August 2020
Individual Consultation meeting 2	Tuesday 01, Wednesday 02 & Thursday 03 September 2020
Close of consultation period	Wednesday 09 September 2020
Staff feedback considered	Friday 11 September 2020
Consultation outcomes	Monday 14 September 2020
Final Structure released corporately	Wednesday 16 September 2020
Release Director vacancies	Wednesday 16 September 2020
Close for shortlisting	Wednesday 23 September 2020
Full Council	Wednesday 23 September 2020
Director interviews	Thursday 01 October & Friday 02 October 2020
Outcomes of Director interviews	Monday 05 October 2020
Publish Asst. Director vacancies	Monday 05 October 2020
Close for shortlisting	Monday 12 October 2020
Interviews - Asst. Director	Monday 19 to Wednesday 21 October 2020
Outcomes and next steps	Friday 23 October 2020
Communicate outcome corporately	Monday 26 October 2020