

Report to Council

Agenda
Item:

18

Meeting Date: 7th January 2014
 Portfolio: Cross Cutting
 Key Decision:
 Within Policy and
 Budget Framework YES
 Public / Private Public

Title: MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
 OF DIRECTOR OF COMMUNITY ENGAGEMENT
 Report of: TOWN CLERK & CHIEF EXECUTIVE
 Report Number: CE 01/14

Purpose / Summary:

Please see attached report considered by the Employment Panel 12th November 2013.

Recommendations:

The Employment Panel recommends that Council approves the deletion of the post of Director of Community Engagement.

Tracking

Executive:	12/11/13
Overview and Scrutiny:	
Council:	

Report to Employment Panel

Agenda
Item:
A.5

Meeting Date: 12TH NOVEMBER 2013
Portfolio: Cross Cutting
Key Decision:
Within Policy and
Budget Framework YES
Public / Private Public

Title: MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
OF DIRECTOR OF COMMUNITY ENGAGEMENT
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report Number: CE 13/13

Purpose / Summary:

The purpose of this report is to seek agreement of the panel to new management arrangements following the departure of the Director of Community Engagement. The overriding principles defining these proposals are as follows.

- The deletion of a Chief Officer post, saving the authority £76,600 including on-costs
- The allocation of further direct responsibilities to the Deputy Chief Executive and the Chief Executive
- The temporary allocation of the Housing Team to the Director of Economic development pending the outcome of a review of the function
- The transfer of Revenues & Benefits to the Resources directorate

The simple reallocation of responsibilities following a departure is the simplest option and, it could be argued, misses the opportunity of a deeper reorganisation. My firm view is that now is not the time for that deeper consideration of structure. Members will be aware that the Council will need to deliver a further £1.8M of savings for 2015/16. Delivery of those savings will inevitably require significant “business change” and that will be the best time to build a new structure. All structures are temporary to some degree, but this should be considered an arrangement pending significant change over the next two years.

Nevertheless staff require reporting lines and members need to know who’s accountable for particular functions. These proposals will meet those needs right now. Appended to this report is the proposed new structure (Appendix 1)

Recommendations:

It is recommended that members of the Employment Panel:

1. Note and comment upon the changes to the structure proposed
2. Recommend to Council the deletion of the post of Director of Community Engagement
3. Recognise that significant reorganisation will be a feature of the delivery of further savings over the next two years

PROPOSALS

This report outlines each of the responsibilities in the former directorate, where it is proposed they will now sit and the reasoning for that proposal.

Revenues and Benefits

To transfer to the Resources Directorate. This service sits comfortably alongside finance and does so in most authorities. The relationship with customer services is strong and does not require both services in the same place.

Customer Services

To become part of the Chief Executive's Team. This will help to give an overall corporate focus to the service – particularly as some important elements of business change in the future will require the energetic cooperation of other departments.

Housing

To temporarily transfer in its entirety (except Welfare Advice) to the Economic Development directorate. This is pending the outcome of a review of the homelessness service; once this is complete further decisions about location and structure will be made.

Contracts and Community Services & Partnership Manager

These functions will report to the Deputy Chief Executive. This will also ensure that some key projects that require high-level leadership (e.g. Arts Centre and leisure contract) will benefit from being within the Deputy's control.

There are additionally two posts – which provide administrative and technical support to a wide range of functions, particularly events and housing. These posts will transfer to the Chief Executive's Team.

Consultation with staff

Affected members of staff have been consulted about these proposed changes. I have offered to bring any comments that they wish to be raised to the attention of the employment panel and there are none.

Recommendations:

It is recommended that members of the Employment Panel:

1. Note and comment upon the changes to the structure proposed
2. Recommend to Council the deletion of the post of Director of Community Engagement
3. Recognise that significant reorganisation will be a feature of the delivery of further savings over the next two years

Contact Officer: Jason Gooding

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Appendices

Appendix One: Proposed Structure Chart

attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS/RISKS:

Governance – Under Section 4 of the Local Government and Housing Act 1989 the Head of the Paid Service is required to prepare a report to Council setting out proposals for the manner in which the discharge of the Council's functions is co-ordinated; the number and grades of staff required by the Council for the discharge of their functions; the organisation of the Council's staff; and the appointment and proper management of the Council's staff.

In Article 12 of the Constitution the Council has designated the Chief Officer posts within the Authority. Further, the Head of the Paid Service is delegated the power to determine and publicise a description of the overall structure of the Council, including the management structure and the deployment of officers. The Employment Panel is able to determine terms and conditions of employment. In relation to the deletion of a Chief Officer post it may make a recommendation to the Council.

Resources - The proposed deletion of the Director's post will generate a saving of £76,600 per annum which will form part of the Council's transformation savings target.

Changes to the organisational structure will require action on the part of HR Services and include notification to staff on changes to the reporting lines. The proposal highlights the need to review the current disciplinary and grievance process and to consider the benefits of delegating responsibilities. HR will review this in conjunction with the Chief Executive and appropriate Director and proposals will form part of a report to a future meeting of the employment panel.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

Carlisle City Council's Structure



**Town Clerk and Chief Executive
Jason Gooding**

Chief Executive's Team

- Customer Services
- Emergency Planning
- Organisational Development
- PA Support Team
- Policy and Communications



**Deputy Chief Executive
Darren Crossley**

Deputy Chief Executive's Team

- Arts, Culture and Sport
- Carlisle Partnership
- Community Development
- Community Safety
- Contracts and Partnerships
- Health and Well-being



**Peter Mason
Director of Resources**

- Audit
- Corporate Support Services
- Financial Services
- Financial Strategy
- HR Advice
- ICT
- Payroll
- Procurement
- Property and Facilities Management
- Revenues and Benefits
- Risk Management
- Section 151
- Shared Service Monitoring



**Mark Lambert
Director of Governance**

- Democratic Services
- Electoral Services
- Health and Safety & Environmental Performance
- Independent Remuneration Panel
- Land Charges
- Legal Services
- Licensing
- Mayor
- Member Services
- Monitoring Officer
- Overview and Scrutiny
- Standards Committee



**Jane Meek
Director of Economic Development**

- Building Control
- Business Support
- Carlisle Tourism
- Conservation/Urban Design
- Economic Development
- Homelessness/Hostels
- Housing
- Planning (Policy and Development)
- Property Portfolio (Strategic)
- Rural Policy and Support



**Angela Culleton
Director of Local Environment**

- Bereavement Services
- Car Parks
- CCTV
- City Engineers
- Environmental Health
- Green Spaces
- Refuse Collection and Recycling
- Street Cleansing



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**EXCERPT FROM THE MINUTES OF THE
EMPLOYMENT PANEL
HELD ON 12 NOVEMBER 2013**

**EMP.22/13 MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
OF DIRECTOR OF COMMUNITY ENGAGEMENT**

The Town Clerk and Chief Executive submitted report CE.13/13 seeking agreement of the Panel to new management arrangements following the departure of the Director of Community Engagement.

The Town Clerk and Chief Executive explained the overriding principals defining the proposals:

- The deletion of a Chief Officer post, saving the authority £76,600 including on-costs
- The allocation of further direct responsibilities to the Deputy Chief Executive and the Chief Executive
- The temporary allocation of the Housing Team to the Director of Economic Development pending the outcome of a review of the function
- The transfer of Revenues and Benefits to the Resources Directorate
- The transfer of Customer Services to the Chief Executive's Team.

The Town Clerk and Chief Executive stated that the simple reallocation of responsibilities following a departure was the simplest option and, it could be argued, missed the opportunity of a deeper reorganisation. His firm view was that it was not the time for a deeper consideration of structure. Delivery of the £1.8m savings for 2015/16 would inevitably require significant "business change" and that would be the best time to build a new structure. All structures were temporary to some degree and this should be considered an arrangement pending significant change over the next two years.

The proposals as set out in the report clarified staff reporting lines and met Members need to know who was accountable for particular functions.

Members agreed that the changes set out in the report were a sensible and pragmatic solution but had concerns regarding the future management structure of the Council. The Town Clerk and Chief Executive clarified that the new structure had 1 Chief Officer for every 85 members of staff. He agreed that the changes had been driven by austerity and it would not have been prudent to replace a Chief Officer post and make other members of staff redundant. There would be a lot of business changes made in the future and this could include further changes to the management structure.

RESOLVED – 1) That the changes to the structure as proposed in report CE.13/13 be noted;

2) That it be recommended to Council that the post of Director of Community Engagement be deleted;

3) That the Employment Panel recognises that significant reorganisation will be a feature of the delivery of further savings over the next two years