



# EMPLOYMENT PANEL

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Date of Meeting: 8<sup>th</sup> July 2011

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Public

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Key Decision: Yes

Recorded in Forward Plan:

Yes

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Outside Policy Framework

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**Title: ASSISTANT DIRECTOR - VACANCY MANAGEMENT AND  
CAPACITY REPORT**

**Report of: STRATEGIC DIRECTOR**

**Report reference: SD/06/11**

**Summary:**

This report sets out the context for members to consider when making recommendations to Council (19<sup>th</sup> July 2011) that will address the current vacancy within the Senior Management Team at Assistant Director level.

**Recommendation:**

- (i) It is recommended that the Employment Panel reviews the contents of this report and its appendix and consider recommending to Council on 19<sup>th</sup> July 2011 that the current Assistant Director structure is retained and that consequently an external recruitment process is put in place to permanently appoint to the post of Assistant Director (Economic Development).

**Contact Officer:**  
**Darren Crossley**

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**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**

## 1. BACKGROUND INFORMATION

1.1 The purpose of this report is to respond to the resolution passed by Council at its meeting 11<sup>th</sup> January 2011. This resolution is outlined in full below.

### **Council Resolution:**

1. The position as regards the vacation of the post of Assistant Director (Economic Development) by the current post holder be noted;
2. Within six months a report on capacity at the Assistant Director level of the Council's staffing structure be brought to Members of the Employment Panel with a recommendation as to whether the post of Assistant Director (Economic Development) should be permanently filled;
3. In accordance with the Council's Officer Employment Procedure Rules, Ms Jane Meek be appointed as Assistant Director (Economic Development) on an interim basis, subject to 4;
4. The above interim appointment be for one of the following periods as appropriate:
  - a) Until such time as the Council, following consideration of the Report requested in 2, determine that such a post is not required; or
  - b) Until such time as a permanent Assistant Director (Economic Development) has been recruited in accordance with the Council's Chief Officer recruitment procedure."

In responding to the resolution the Employment Panel are asked to make a recommendation back to Council, 19<sup>th</sup> July 2011 on an appropriate way forward, the purpose of this report is to assist members of the panel in making this recommendation.

1.2 In developing a response to the resolutions made at the Council meeting (11<sup>th</sup> January 2011) it is important to consider the context that may have a bearing on the future senior management arrangements within the City Council. A summary of this context is set out below.

### 1.3 **Carlisle City Council – Management Team Restructure 2009**

A comprehensive review of the Council's Senior Management structure – focusing on future needs was conducted in the summer of 2009. This review led to a Council resolution in July 2009 to implement a new management team structure and make a significant reduction in management team costs (circa £625k). These new arrangements have resulted in a significant change in the City Council's comparative management costs when lined up with our nearest neighbours group – the City Council has gone from being £6.66 more expensive than the average cost per head of population to now being £8.16 cheaper than the average cost per head of population, in this particular category.

Following the Council decision a rigorous internal and external recruitment process took place resulting in the appointment of the new management team in early 2010. The roles and responsibilities of the new Senior Management Team (SMT) were carefully considered and balanced with a view to ensuring an efficient and productive approach and delivery mechanism for Council services. This balanced approach has led to a considered assignment of services areas and project work, this division of roles and services is outlined on the attached structure chart (Appendix A) demonstrating pragmatic and clear service groupings under each Assistant Director.

#### **1.4 Corporate Plan 2010-2013 – Directorate Action Plans**

A key role for the current SMT and in particular the Assistant Directors is the implementation of the revised Council Corporate Plan 2010-2013. This key plan has now been further developed to focus on 19 specific strategic actions. Each of these actions has been assigned to an Assistant Director (and Portfolio Holder) and is now a core function of the SMT's work. A summary copy of the plan is attached to this report (Appendix B).

To drive forward the Key Actions in the Corporate Plan and provide focus for each area of the Council's business new Directorate Actions Plans have been drafted. These are aligned with the Corporate Plan, matching resources with Council priorities. Each Assistant Director in the SMT is leading on their Directorate Plan to achieve the objectives set out by Council. Performance reporting (via Scrutiny and Council) will also match this approach, with each Assistant Director taking responsibility for supplying their Portfolio Holder with accurate and timely performance information.

#### **1.5 Carlisle City Council – Delivering Transformation Plans**

In addition to the delivery of the Corporate Plan the Council also has a Transformation Programme. SMT and in particular the Assistant Directors are key to the delivery of this programme and in particular the achievement of key saving targets.

The current senior management arrangements have placed a high emphasis on leadership and the provision of support for change within our services. The Assistant Directors have each devised their own transformation actions and are currently driving these whilst also seeking to build further accountability and resilience within our service areas.

This approach to transformation has already yielded significant results both from an organisational perspective and in terms of achieving necessary budget reductions.

## 1.6 **Potential collaboration with other Council's or partners**

A key requirement of the 2009 management team restructure was to strengthen the collective capability of SMT in a time of significant change. The current team members are able to demonstrate experience of a broad range of change programmes and public / private sector collaborations and partnerships. It is hoped that these experiences and skills are currently being put to good use in Carlisle and may also assist in any shared service arrangements with other districts and partners across Cumbria. This level of capability will hopefully prove to be a significant asset during this turbulent period of public sector change; providing the City Council with an ability to take a lead in collaborative projects to bring service improvements and make savings.

## 1.7 **Interim arrangements for securing a Chief Executive**

Clearly the requirement to secure an interim, acting or permanent new Chief Executive may have a bearing on the future structure and roles of the SMT in Carlisle.

However for the reasons outlined above (sensible and efficient service groupings and the of delivery of Corporate and Transformation actions) it is suggested that the post of Assistant Director (Economic Development) is considered in advance of the recruitment of the Chief Executive post.

Finally and in summary it is considered that the current Assistant Director structure is still fit for purpose and key to delivering the Corporate and Transformation requirements of the authority.

## 2.0 **VACANCY OPTIONS AND ASSOCIATED OPPORTUNITIES / RISKS**

### 2.1 **Option 1** - Do not appoint another Assistant Director for Economic Development and re-distribute the management responsibilities amongst the remaining management team.

#### *Opportunities*

- Achieve potential ongoing management team savings of circa £75k.

### *Risks*

- Management and leadership of key services (planning, forward plans, building control, economic development) fail and this leads to poor performance against a key corporate priority.
- Despite flexibility and leadership within the remaining team members the delivery of Corporate Plan actions (8, 9, 10, 15, 16, 17, 19) are placed in significant jeopardy due to a specific lack of appropriate experience, skills and knowledge in this field.
- Intended savings are not realised due to an ongoing urgent need for professional and technical planning advice. The required advice being procured via consultants and external professionals.
- Developing positive relations with other private and public sector partners are significantly held back due a lack of capacity. This creates significant reputation issues with potential partners and residents.

## 2.2 **Option 2** - Seek to jointly appoint a new Assistant Director for Economic Development with a third party.

### *Opportunities*

- Achieve potential ongoing management team savings.
- Explore potential for joint working (shared services) with a third party to achieve greater efficiencies across the directorate.

### *Risks*

- A joint approach fails to provide sufficient focus on delivering Carlisle's Corporate and Transformation objectives, leading to a slower achievement of savings and service improvement.
- Intended savings are again not realised due the need for specific professional and technical planning advice that are beyond the shared capacity.
- The 'time lag' of delivering a shared approach significantly compromises Carlisle's ability to deliver on short term objectives.

## 2.3 **Option 3** - Continue with a temporary appointment whilst determining potential sharing arrangements and future Council needs for a Senior Management Team

### *Opportunities*

- Potential to maintain current arrangements and delivery of Corporate Plan and Transformation objectives.
- Secures a flexible approach for discussions with any third parties interested in procuring or 'sharing' services.

### *Risks*

- Temporary arrangements leave significant uncertainty within the Economic Development directorate for the interim manager and staff. This potentially

reduces the likelihood of achieving the directorate's key Corporate and Transformation objectives.

- Temporary arrangements lead to either ongoing vacancies or a series of different managers in the temporary post. This could also potentially lead to increased expenditure via agency costs or ongoing recruitment costs.
- Temporary arrangements may also lead to ongoing reputation issues regarding the Council's commitment to achieving its economic development priorities.

2.4 **Option 4** - Undertake an external recruitment process to permanently recruit to the post.

#### *Opportunities*

- This should ensure a permanent appointment to a key senior management post and secure resources to lead the delivery of Corporate Plan and Transformation objectives.
- A permanent appointment will provide the Council with sufficient capacity and capability to assess and react to other external proposals to share with or provide services for third parties, should these arise.
- A permanent appointment would significantly assist the Council to develop its relationship with potential partners, demonstrating commitment to developing the economy and deliver a revised Local Development Framework to replace the current Local Plan.
- A full recruitment process would be in keeping with previous SMT appointments, ensuring marketing testing and a rigorous appointment exercise.

#### *Risks*

- The recruitment process fails to secure the right calibre of applicant

### **3.0 RECOMMENDATION**

- (i) It is recommended that the Employment Panel reviews the contents of this report and its appendix and consider recommending to Council on 19<sup>th</sup> July 2011 that the current Assistant Director structure is retained and that consequently an external recruitment process is put in place to permanently appoint to the post of Assistant Director (Economic Development).

### **4.0 IMPLICATIONS**

- Staffing/Resources – no implications to the current establishment.
- Financial – the potential salary savings identified with options 1 and 2 are indicative at this stage. The costs of engaging in an external recruitment process would be met from within existing budget provision.

- Legal – Should the post of Assistant Director (Economic Development) be recommended for deletion then a review of the delegation of Council functions would be required to re-assign these appropriately.
- Corporate – Should the post of Assistant Director (Economic Development) be recommended for deletion then a review of the Corporate Plan key actions would be required to re-assign these appropriately
- Risk Management – risk implications are highlighted in the body of this report
- Equality and Disability – no implications
- Environmental – no implications
- Crime and Disorder – no implications
- Impact on Customers – no implications

# Carlisle City Council's Structure



**Town Clerk and Chief Executive**  
**Maggie Mooney**

## Chief Executive's Team

- Policy & Performance
- Organisational Development
- Communications
- PA Support Team
- Emergency Planning



**Strategic Director & Deputy Chief Executive**  
**Jason Gooding**



**Strategic Director**  
**Darren Crossley**



**Peter Mason**  
**Assistant Director**  
**(Resources)**

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



**Mark Lambert**  
**Assistant Director**  
**(Governance)**

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



**Jane Meek**  
**Interim Assistant Director**  
**(Economic Development)**

- Economic Development
- Carlisle Tourism Partnership
- Rural Policy
- City Centre Management
- Business Support
- Enterprise Centre
- Planning
- Building Control
- Property Portfolio (Strategic)



**Keith Gerrard**  
**Assistant Director**  
**(Community Engagement)**

- Customer Contact Centre
- Community Support
- Carlisle Partnership
- Neighbourhoods/ Rural support
- Health
- Homelessness/ Hostels
- Housing Strategy & Support
- Crime & Disorder Partnership
- Community Consultation
- Sport and Leisure
- Tullie House
- Revenues and Benefits



**Angela Culleton**  
**Assistant Director**  
**(Local Environment)**

- Streetscene (including highways, drainage and street lighting)
- Waste
- Refuse Collection and Recycling
- Environmental Protection
- Food Hygiene
- Green Spaces
- CCTV
- Car Parks
- Bereavement Services



[www.carlisle.gov.uk](http://www.carlisle.gov.uk)

# OUR CORPORATE PLAN 2011-12 DRAFT

Our Vision and values	Our vision for Carlisle: <i>“Carlisle is Cumbria’s historic, dynamic and successful University City, creating growth opportunities in a sustainable environment with skilled people and international connections in a stunning location.”</i>				
	Our values: Valuing our communities; Committed to providing visible services that are recognised for their quality; Helping to build civic pride; Meeting the needs of all our communities equally and fairly; Fair and equal treatment of our staff; Being a good employer.				
Our priorities	<b>Local Environment</b>		<b>Economy</b>		
	<b>People</b>	<b>Places</b>	<b>People</b>	<b>Places</b>	<b>Connections</b>
Our key objectives	<ol style="list-style-type: none"> <li>Greater local involvement in decision making.</li> <li>Increased sense of mutual respect and consideration.</li> </ol>	<ol style="list-style-type: none"> <li>Improvements in the quality of the local environment.</li> </ol>	<ol style="list-style-type: none"> <li>Grow the population of Carlisle.</li> <li>Reduce worklessness.</li> <li>Improve the skills of the workforce.</li> </ol>	<ol style="list-style-type: none"> <li>Revitalise the City Centre and deprived urban and rural communities.</li> </ol>	<ol style="list-style-type: none"> <li>Promote Carlisle as a place to live, visit, study and do business.</li> <li>Improve support for business innovation and growth.</li> </ol>
Outcomes for our communities	<ol style="list-style-type: none"> <li>Increased sense of community empowerment and self reliance.</li> <li>Greater satisfaction and pride with the local area.</li> </ol>	<ol style="list-style-type: none"> <li>Less litter, fly-tipping and crime.</li> <li>Reduced perception and incidences of high levels of rowdy and drunk behaviour.</li> <li>Increased sense of community respect for the local environment.</li> </ol>	<ol style="list-style-type: none"> <li>Skilled people in the workforce.</li> <li>Prepared for the future needs based on an understanding of the diversity of the workforce.</li> </ol>	<ol style="list-style-type: none"> <li>Carlisle is Cumbria’s historic, dynamic and successful University City.</li> <li>A balanced and progressive housing market providing decent homes for all.</li> </ol>	<ol style="list-style-type: none"> <li>International connections in a stunning location.</li> </ol>
<b>All key actions are to be delivered within the context of the Council’s Medium Term Financial Plan 2011/12 – 2015/16</b>					
Our key actions	<ol style="list-style-type: none"> <li>Review our approach to engaging and working with community based organisations and create new forms of engagement, enterprise and investment. (Community Engagement)</li> <li>Work with partners to conduct a full funding review of grant arrangements to external organisations, focusing on community associations, charitable and voluntary sector organisations. (Community Engagement)</li> <li>Commission partners to operate and develop the new Community Resource Centre, ensuring this facility delivers an integrated programme of training and support to our communities. (Community Engagement)</li> </ol>	<ol style="list-style-type: none"> <li>Develop and deliver an area based approach to improve the quality of the local environment—including air quality, contaminated land, clean and well maintained streets and open spaces. (Local Environment)</li> <li>With Cumbria Waste Partners review our waste and recycling services to ensure customer needs are met by the most efficient means. (Local Environment)</li> <li>Assess and review the condition and access to our major parks and green spaces and engage ‘friends’ and community groups to maximise community value. (Local Environment)</li> <li>Deliver community safety partnership plans with the Police and key stakeholders focusing on the development of multi-agency coordination teams to deal with environmental issues, crime and anti-social behaviour. (Community Engagement / Local Environment)</li> <li>Work with partners to support communities and potential new residents by delivering a mix of quality housing choices, focusing on: <ul style="list-style-type: none"> <li>implementing an updated Housing Strategy and action plan</li> <li>driving the new Strategic Housing Partnership</li> <li>supporting the creation of new high quality homes</li> <li>supporting vulnerable people, especially the homeless. (Community Engagement/Economic Development)</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Review the role of the Carlisle Enterprise Centre and work with key partners to provide start up and Small Medium Enterprise business space and support. (Economic Development)</li> <li>Work with partners in the Economic Development and Enterprise Group to deliver the economic action plan, focusing on <ul style="list-style-type: none"> <li>improving business performance</li> <li>raising skills and reducing unemployment</li> <li>supporting growth and investment</li> <li>growing the low carbon economy</li> <li>management of public assets. (Economic Development)</li> </ul> </li> <li>Work with partners to achieve the targets in the Healthy City, Health Improvement Action Plan. (Community Engagement)</li> <li>With partners develop joint and collective opportunities for children and young people to thrive and reach their potential. (Community Engagement)</li> <li>Deliver a Customer Access Strategy and maintain and extend high quality customer services for the Council, our partners and clients. (Community Engagement)</li> <li>Further develop the shared Revenues and Benefits service via a culture of high performance and customer focus. (Community Engagement)</li> </ol>	<ol style="list-style-type: none"> <li>With key partners, develop the Carlisle Local Development Framework Core Strategy and the Strategic Housing Land Availability Assessment. (Economic Development)</li> <li>Work with partners to produce a Strategic Employment Land Management Strategy. (Economic Development)</li> <li>Work with Carlisle Tourism and city centre partnerships to set up a new Community Interest Company and develop an action plan to include: <ul style="list-style-type: none"> <li>tourism and city centre branding</li> <li>events</li> <li>retail, hospitality, tourism and catering skills centre</li> <li>business creation and support. (Economic Development)</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>With key partners, review our approach to improve the cultural offer of the City through: <ul style="list-style-type: none"> <li>the development and delivery of the Tullie House Trust</li> <li>key cultural events and programmes</li> <li>effective and efficient joint working with Carlisle Leisure and other partners on health and physical activity programmes. (Community Engagement)</li> </ul> </li> <li>Work with key partners to deliver the outcomes of the Local Transport Plan (LTP) 2 and develop (LTP3). Focusing on key projects such as the refurbishment and recognition of Carlisle Station as an international gateway and transport hub to Cumbria. (Economic Development)</li> </ol>
All key actions are to be delivered in accordance with sound principles of Corporate Governance, ensuring that the Authority acts within a proper legal and financial framework and that decisions and processes are lawful, timely and open to public participation and scrutiny. (Governance and Resources)					

Transformation Programme					
	Learning and Development	Financial analysis and asset review	Management and structural change	Business process re-engineering and migration	Shared services and procurement
Our actions	1. Establish the training needs created by our transformation programme and secure suitable learning opportunities. (Chief Executive's Team) 2. Deliver tailored business process/systems thinking training programme to service managers and other key employees. <b>Reviewing the results of the training and impact on performance.</b> (Chief Executive's Team) 3. Deliver a 'train the trainer' programme to ensure effective use of skills across the Council. (Chief Executive's Team)	4. Do a regular and thorough analysis of spending against our key priorities and across all areas of the authority. (Resources/Chief Executive's Team) 5. <b>Review how central services are recharged to increase flexibility where services are provided in alternative ways.</b> (Resources) 6. Review, and where appropriate, revise income targets to ensure accuracy and effective future target setting. (Resources/Chief Executive's Team) 7. Review all service accommodation to deliver efficiencies through a rationalisation programme. (Resources) 8. Develop and deliver the Council's asset management plans for its own estate. (Resources)	9. Deliver a full review of all employee and management structures across the Council to ensure effective allocation of resources. (All) 10. Use this review to set up revised structures by service and directorate. (All)	11. Develop and deliver a full business process improvement programme, taking services in order of priority and potential for greatest efficiency. (Resources) 12. Develop and deliver a programme to move 'front office' services to our Customer Contact Centre and, where possible and cost effective, encouraging customer contact by phone or e-form. (Community Engagement)	13. Continue to deliver <b>and monitor</b> shared service arrangements with neighbouring authorities and develop shared/partnering opportunities. (All/Resources/Chief Executive's Team) 14. With partners, continue to develop our approach to obtaining services and goods through the most efficient means. (Resources)
Our performance framework	<p>The Council uses a wide range of information to measure the performance of the corporate plan. This includes:</p> <ul style="list-style-type: none"> <li>• Customer feedback and satisfaction with Council services through surveys, consultation, comments, local groups and forums, and members.</li> <li>• Financial reporting and budget monitoring.</li> <li>• Organisational development such as employee training and skill, and personnel data.</li> <li>• Activity undertaken by the Council, our policies and processes.</li> </ul> <p>Each corporate plan action is linked to actions, risks and performance indicators plans to measure performance. These measures show how the Council is achieving our corporate plan key objectives and outcomes for our communities. Performance is monitored regularly and reported to the Council's Senior Management Team, Executive and Overview and Scrutiny Panels every quarter. The reporting cycle for 2011/12 is:</p> <p>(reporting timetable to be inserted when confirmed)</p> <p>The corporate plan will be reviewed annually between February and March, to link to the Council's appraisals and corporate planning process.</p>				