



# NOTICE OF MEETING

<b>Meeting:</b>	<b>Staffing Committee</b>
<b>Date and Time:</b>	<b>Thursday, 17 March 2016 at 7 pm</b>
<b>Place:</b>	<b>Ground Floor Meeting Room, Council Offices, Fleet</b>
<b>Telephone Enquiries to:</b>	<b>Gill Chapman 01252 774141 <a href="mailto:Gill.chapman@hart.gov.uk">Gill.chapman@hart.gov.uk</a></b>
<b>Members:</b>	<b>Billings, Burchfield (Chairman), Butler, Kennett, Leeson, Neighbour, Parker, Radley JE</b>

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY  
FLEET, HAMPSHIRE GU51 4AE

## AGENDA

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AND BRAILLE ON REQUEST**

### **1 MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting held on 1 March 2016 are attached to be confirmed and signed as a correct record. **Paper A**

### **2 APOLOGIES FOR ABSENCE**

### **3 CHAIRMAN'S ANNOUNCEMENTS**

#### **4 DECLARATIONS OF INTEREST**

To declare disclosable pecuniary, and any other interests.

#### **5 SENIOR MANAGER STRUCTURE REPORT**

This report details the high level restructure proposal by the Joint Chief Executives (JCX) which aims to build on and strengthen management capacity, accountability and to help support the new approaches to contract management. **Paper B**

#### **RECOMMENDATION**

- To note the content of this report and make any comments to the Joint Chief Executive for their consideration.
- Recommends to Cabinet that appropriate budget provision as set out in paragraphs 5.1 and 5.2 of this report be made to support the implementation of the senior management restructure.

**Date of Despatch: 8 March 2016**

**STAFFING COMMITTEE**

**Date and Time:** Tuesday, 1 March 2016 at 7pm

**Place:** Committee Room 1, Civic Offices

**Present:**

**COUNCILLORS**

Billings, Burchfield (Chairman), Kennett, Leeson, Neighbour, Parker, Radley JE

**Officers:**

Patricia Hughes Joint Chief Executive

**20 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 18 January 2016 were confirmed and signed as a correct record.

**21 APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Councillor Butler.

**22 CHAIRMAN'S ANNOUNCEMENTS**

None.

**23 DECLARATIONS OF INTEREST**

None.

**24 CONSIDERATION OF LEISURE CENTRE MEMBERSHIP BY STAFF**

Members considered the report which sought approval to formalise the Council's approach with regard to Leisure Centre benefits for staff.

Members raised queries regarding:

- Whether staff who were or have been subject to TUPE were still eligible for membership.
- How current staff used the centre (level of usage).
- What the initial scheme offered to staff had been and what RPI would have been over 10 years.

**RECOMMENDATION to Council**

- 1 Staffing Committee recommend the policy outlined in Appendix I to Council for approval, subject to amendments to paragraph 3.1 to reflect a monthly charge to staff of £15 and usage requirement of four times per month.
- 2 That consideration is given to this approach being applied to all members of the 365 Scheme, both staff and Councillors.

**25 FORWARD PLAN**

The Committee considered a further meeting on the 17 March 2016 to consider a further staffing report.

The meeting closed at 7.50 pm

**STAFFING COMMITTEE**

**DATE OF MEETING: 17 MARCH 2016**

**TITLE OF REPORT: SENIOR MANAGEMENT RESTRUCTURE**

**Report of: Joint Chief Executive**

**1. PURPOSE OF REPORT**

1.1 This report details the high level restructure proposal by the Joint Chief Executives which aims to build on and strengthen management capacity, accountability and to help support the new approaches to contract management.

**2. OFFICER RECOMMENDATION**

2.1 Notes the content of this report and makes any comments to the Joint Chief Executive for their consideration.

2.2 Recommends to Cabinet that appropriate budget provision as set out in paragraphs 5.1 and 5.2 of this report be made to support the implementation of the senior management restructure

**3. BACKGROUND**

3.1 With the confirmation of the permanent positions of the Joint Chief Executives (JCE) in September 2015, this has provided the opportunity for the post holders to reflect on

- the aspirations of the Council, articulated through the evolving Corporate Plan.
- the existing structure and how well it was performing in meeting the requirements of the Council.
- considering new opportunities and challenges facing the Council and the skill sets required to take us forward.

3.2 A key part of the deliberation was the awareness that the size of the Council has changed over the past 12 months. With the outsourcing of the Leisure Services, alongside the continued drive to create efficient shared services, the number of directly employed staff has reduced from over 400 to around 110.

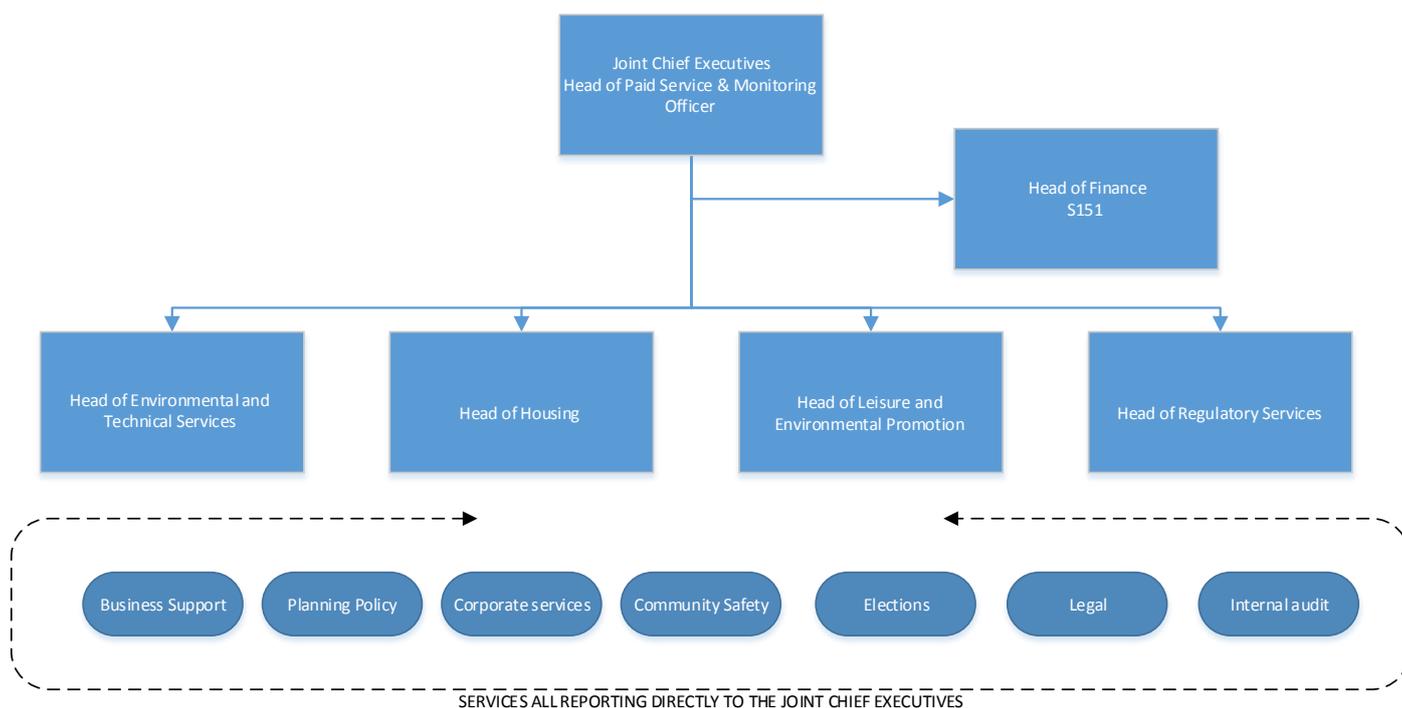
3.3 The services that the Council continue to provide either directly or through a matrix management process, through other providers, remains extensive and complex and with the continued pressures on funding, this is set to continue into the future.

3.4 Senior Management capacity has been highlighted as an area for review, through the recent appraisal process, which was reported to Staffing Committee and is also reflected in the report from Overview & Scrutiny Work Group review of the Local Plan Refined Housing Consultation. Recognising the increasing importance of contract management (for procurement, outsourcing and shared services) Council

also requested that the approach capacity and resources available to the Council be reconsidered.

**4. CONSIDERATION**

4.1 The Chart below shows the current high level structure that has been in place since July 2014 with only minor adjustments since this time. In total, there are 6.1 full time equivalents (FTE) posts in the high level structure (Heads of Service and above), which includes the Head of Technical Services and Environment Services, a post that is shared with Basingstoke and Deane Borough Council and the Head of Leisure and Environmental Promotion, where the major elements of the service have now been outsourced.

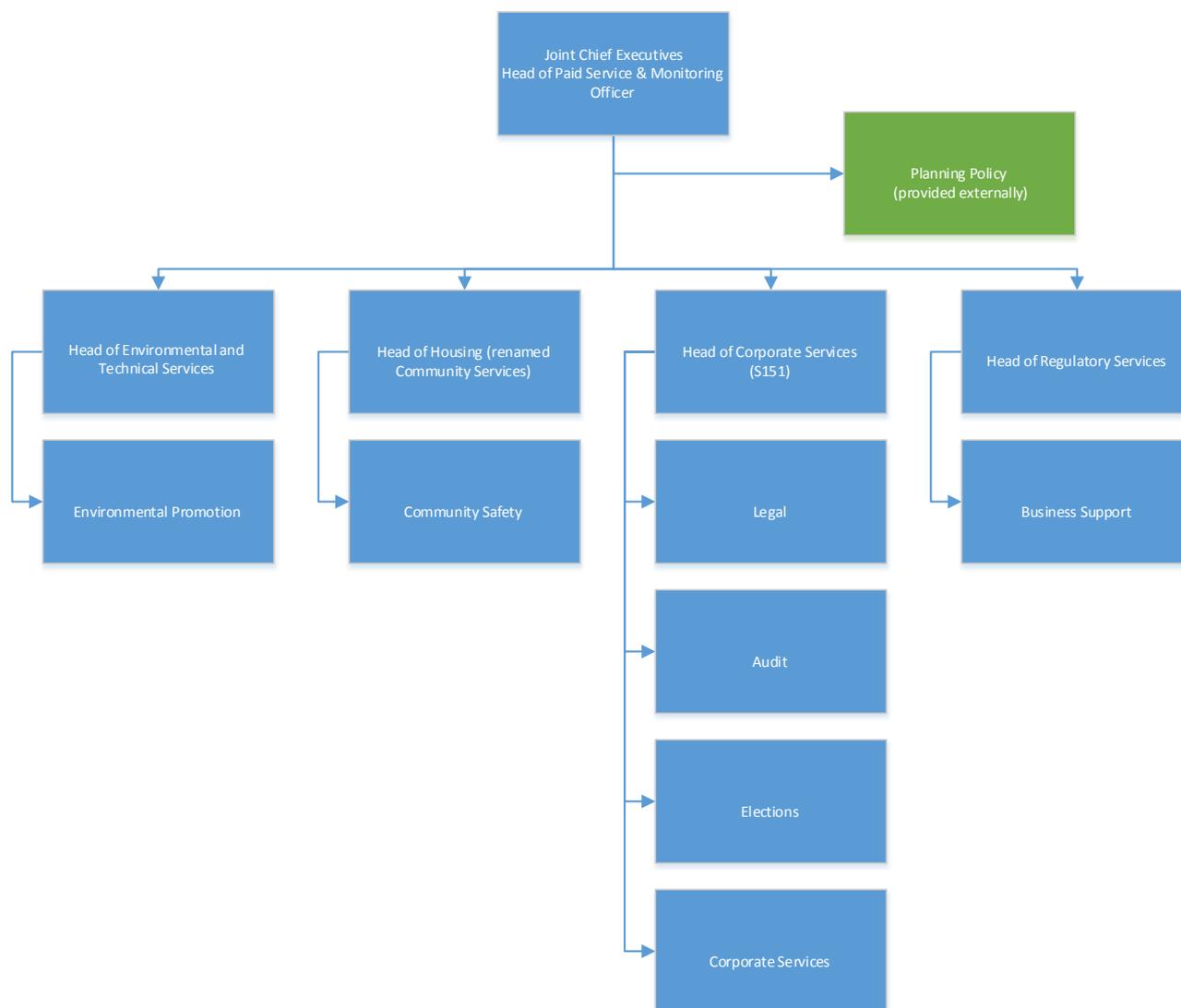


4.2 The current structure sees the JCXs each with a minimum of seven direct reports (including a number in Corporate Services). This is a highly unusual arrangement and results in an inordinate number of direct day-to-day line management reports. It reflects the inherited situation where in 2014 the Corporate Directors absorbed the CX duties in addition to their respective Corporate Director roles.

4.3 The evidence is that with so many direct reports this dilutes the ability of the JCXs to provide visible corporate leadership to the organisation as a whole and greatly limits their respective capacity to provide effective support, direction and performance management rigour to some areas. It also results in excessive workloads for the JCXs.

4.4 The issue needs to be addressed and in this regard a new structure is proposed to support the delivery of the Councils agenda and to provide greater capacity and enhanced accountability through line management to the JCXs. The proposed structure can be seen below.

4.5 Informal engagement on the high level restructuring proposal took place with all members of the Senior Management Team during February 2016 and the proposals presented include the feedback provided.



4.6 Moving away from a structure which had Heads of Service and Service managers with complex and different reporting structures, this new structure ensures that each service is represented at the corporate level by a Head of Service. This also applies to Planning Policy, where the Head of Planning at East Hampshire District Council will report to the JCEs.

4.7 The directly employed capacity at the senior management level will reduce from 6.1 FTE to 5.7 FTE however, additional resource will be built into the system from the partnership approach with East Hants on Planning Policy. This approach would provide a greater level of consistency and transparency, across the organisation, whilst enhancing the capacity of the JCEs, with a reduced number of direct reports, to lead the organisation forwards.

4.8 The proposed Head of Corporate Services role, subject to job evaluation, is likely to result in a similar grading to existing Heads of Service. For the purposes of clarity, it is anticipated that no other Heads of Service roles will be regraded as a result of the internal managerial structural change.

4.9 In addition to the high level restructure, there will be some more detailed internal management adjustments, but these will not incur any financial cost.

## **5. FINANCIAL IMPLICATIONS**

5.1 In budgeting for 2016/17, the Council had already identified that the level of senior management support required to Leisure Services would be reduced. As a result, the total budget for both the Head of Leisure Services and Head of Finance roles as identified was £58K. With the deletion of these two existing posts and the creation of a single full time Head of Corporate Services, the additional costs, with a short handover period from the existing, to new S151 Officers, equates in 16/17 as a further £20K budgetary requirement.

5.2 In addition, some further management support will be required to Business Support whilst internal staff are trained and a succession plan put into place. This resource will cost approximately £40K however, this would be a one off cost and would not be required beyond the 17/18 budget. The costs associated with Planning Policy is separately considered within the budget and these proposals do not impact on this approach.

## **6. LEGAL IMPLICATIONS**

6.1 The roles of Section 151 Officer, Monitoring Officer and Head of Paid Service are statutory appointments and the designation of officers to these posts must be made by Full Council. These proposals do change the approach to the resourcing of the S151 designated officer and therefore endorsement by Full Council is required.

## **7. ACTION**

7.1 Subject to the comments of Staffing Committee and budgetary approval by Cabinet we will seek to immediately implement the new structure. A priority will be to advertise the new Head of Corporate Services role, recognising that many officers have a three month notice term and there may be some delay in getting the right candidate into post.

CONTACT:

Patricia Hughes – Joint Chief Executive & Head of Paid Service.

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## **STAFFING COMMITTEE**

**Date and Time:** Thursday, 17 March 2016 at 7pm

**Place:** Ground Floor Meeting Room, Civic Offices

**Present:**

### **COUNCILLORS**

Billings, Burchfield (Chairman), Kennett, Leeson, Neighbour, Parker, Radley JE

**Officers:**

Daryl Phillips                      Joint Chief Executive

## **26 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 1 March 2016 were confirmed and signed as a correct record.

## **27 APOLOGIES FOR ABSENCE**

Apologies had been received from Councillors Butler and Leeson.

## **28 CHAIRMAN'S ANNOUNCEMENTS**

None.

## **29 DECLARATIONS OF INTEREST**

None.

## **30 SENIOR MANAGEMENT STRUCTURE REPORT**

Members considered the report which detailed the high level restructure proposal by the Joint Chief Executives (JCX) which aims to build on and strengthen management capacity, accountability and to help support the new approaches to contract management.

Members discussed the following points:

- There was support for the principle of the Senior Management Restructure as set out within the report
- Whether the Job Description and salary package for the new Head of Corporate Services position would be attractive to a suitably qualified candidate
- The need for continued Business Support Management and the budget implications. The business case for this post had not been articulated. The assumption also was that funding was only to be required for the financial year 2016/17.

## **RESOLVED**

- 1 The contents of the report be noted

## **RECOMMENDATION to Cabinet**

- 2 That appropriate budget provision be made to support the implementation of the senior management restructure as set out in paragraphs 5.1 and 5.2 of the report.

The meeting closed at 7.40 pm