

This Report will be made public on 27 May 2020

Report Number **P/20/03**

To: Personnel Committee
Date: 4th June 2020
Status: Non-executive Decision
Chief Officer: Andrina Smith

SUBJECT: SENIOR MANAGEMENT RESTRUCTURE UPDATE

SUMMARY: This report provides the committee with an update on the senior management restructure at the council. It seeks the committee's support for an amendment to the current performance arrangements for the Corporate Leadership Team and an amendment to the contractual job title relating to the Head of Paid Service.

REASONS FOR RECOMMENDATIONS:

The council has a challenging and exciting agenda and this report provides the committee with the assurances that the Corporate Leadership Team and wider Senior Management Team have the skills and experience required to deliver against the Corporate Plan.

RECOMMENDATIONS:

1. To receive and note Report P/20/03;
2. To agree the proposals to update the Corporate Director (Strategy) job title to become Chief Executive; and
3. To agree the amendment to the performance framework for the Corporate Leadership Team for the 2020/2021 financial year.

1. INTRODUCTION

- 1.1 The Council is currently delivering an exciting and challenging corporate agenda with a number of substantial projects featured as high priority. A number of these projects have continued to progress at a rapid pace over the last year and it has become clear that a realignment of current skills and experience into focused roles is essential to maintain the pace and to secure positive outcomes. In addition, there are a number of additional challenges that have emerged over recent months which also require the oversight and input of senior-level expertise to ensure they are delivered effectively in line with Members' wishes.

2. BACKGROUND

- 2.1 At the Personnel Committee meeting held on 13th November 2019, the members of the committee considered and approved report P/19/09 relating to a restructure of the Senior Management Team (SMT).

3. IMPLEMENTATION OF THE RESTRUCTURE

- 3.1 In order to ensure the successful delivery of the council's plans for Otterpool Park, along with the ongoing Transformation programme and other substantial emerging projects, the two Corporate Directors roles were realigned to become completely funded by project and income budgets.

The role of Development Director is focussing on Otterpool Park and necessary deal-making for the council's major development projects across the district for the foreseeable future.

The time-limited role of Director of Transformation and Transition would be responsible for leading other key projects until the end of April 2022.

These roles sit to one side of the Corporate Leadership Team and do not lead the corporate responsibilities expected of other senior roles in the council.

- 3.2 Three new roles were introduced to form the new Corporate Leadership Team reporting directly to the Head of Paid Service (known as the Chief Executive):

- Director – Corporate Services (s151 Officer)
- Director – Housing & Operations
- Director – Place

- 3.3 At subsequent meetings of the Personnel Committee, two internal appointments were made on 17th December 2019 to the Corporate Services (s151 Officer) role and the Housing & Operations role, with an external selection process held on 4th February to appoint the Director of Place who started at the Council on 11th May 2020.

- 3.4 In addition, the proposed structure introduced a role of Assistant Director – Housing which was also run as an external recruitment by the Corporate Leadership Team and the Chief HR Officer with the selection process taking place on 23rd March 2020. The new Assistant Director started at the Council on 5th May 2020.

- 3.5 All the positions at Corporate Leadership Team and Senior Management Team level are now occupied.

The functional structure chart and detailed Corporate Leadership Team and Senior Management Team structure charts can be seen as **Appendix A**.

- 3.6 In order to finalise the modernisation of the new Corporate Leadership Team, Personnel Committee are asked to consider re-introducing the job title of Chief Executive to the structure.

The role of Chief Executive was previously made redundant on 31st March 2018 at the start of the transformation programme. After the redundancy, the statutory role of Head of Paid Service was assigned to one of the three Corporate Directors in post at that time, namely the Corporate Director – Strategy. Over time this role has been referred to as the Head of Paid Service and on occasion as the Chief Executive (as mentioned in report P/19/09).

Over the last two years, the council has undergone numerous changes not only in terms of the development of the transformation programme but also changes to the projects and priorities along with emerging challenges which have resulted in the new structures being proposed and finalised. The roles of ‘Corporate Director’ no longer exist in the structure that is now in place and therefore it would seem a sensible time to update the job title of the Corporate Director – Strategy to formally become the Chief Executive which will still encompass the Head of Paid Service responsibilities.

4. TEMPORARY UPDATE TO THE PERFORMANCE FRAMEWORK

- 4.1 In September 2019, this Committee approved 2 levels of performance framework that would apply to the Head of Paid Service and the Corporate Leadership Team within report P/19/06.

The framework for the Corporate Leadership Team is attached as **Appendix B**.

Within the framework there is provision for the Head of Paid Service to Chair a panel comprising the Leader of the Council with support from an external facilitator advising the panel.

- 4.2 Given the current unprecedented exceptional situation with Covid-19 affecting the way in which we are all working from home and the impact of the pandemic on council budgets, a slightly amended version of this framework is proposed for consideration by this Committee.

For the 2020/2021 financial year only, it is recommended that rather than using an external facilitator instead the Chief HR Officer undertakes the role of advisor to the Head of Paid Service and Leader of the Council.

5. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

- 5.1 **Legal Officers Comments (AK)**

There are no legal comments arising directly from this report.

5.2 Finance Officers Comments (LH)

There are no finance comments arising directly from this report.

5.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

6. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Susan Priest – Head of Paid Service
Email: susan.priest@folkestone-hythe.gov.uk

Andrina Smith – Chief HR Officer
Tel: 01303 853405
Email: andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

APPENDICES:

Appendix A – Current Senior Management Structure May 2020
Appendix B – Performance Management Framework for CLT