

<b>Report To:</b>	<b>CHIEF OFFICERS EMPLOYMENT COMMITTEE</b>
<b>Date:</b>	<b>1 SEPTEMBER 2022</b>
<b>Heading:</b>	<b>PROPOSED CORPORATE LEADERSHIP RESTRUCTURE</b>
<b>Executive Lead Member:</b>	<b>CLLR. JASON ZADROZNY – LEADER OF THE COUNCIL</b>
<b>Ward/s:</b>	<b>ALL</b>
<b>Key Decision:</b>	<b>NO</b>
<b>Subject to Call-In:</b>	<b>NO</b>

### **Purpose of Report**

To give an overview of the proposed Corporate Leadership Restructure and seek approval from the Chief Officers Employment Committee to enter into consultation and delegate any decisions to the Chief Executive Officer, in consultation with the Leader.

### **Recommendation(s)**

1. To authorise the Chief Executive in consultation with the Leader to undertake consultation for the restructure of the Corporate Leadership Team and thereafter to implement the restructure in accordance with the timeline set out in the report.
2. To delegate to the Chief Executive Officer as Head of Paid Service in consultation with the Leader to set revised bands for the structure within current budgets and in line with current policies. Any proposals outside of the budget envelope would require a report to Council.

### **Reasons for Recommendation(s)**

The proposed changes will enable the Council to embed the core Values and Behaviours and enable a stronger, balanced leadership aligned to the Strategic Direction and Corporate Priorities with clear decision making that will empower employees.

In addition, it looks to facilitate collaboration and consistency across the Authority and allow employees to be accountable for their decisions and actions. This level of decision making and accountability will enable the Authority to work more efficiently and expediently as well as be able to adapt to a changing environment.

The proposed structure is based around the customer as opposed to service areas and looks to promote and embed the 'One Council ethos'. It also enables greater clarity and strategic direction for the Council.

## **Alternative Options Considered**

Not undertaking a restructure has been considered and discounted as the current structure no longer enables the flexibility and alignment to meet key challenges and opportunities over the next 5 years, delivering against the Strategic Direction, Corporate Plan and Devolution Deal.

## **Detailed Information**

The proposed revised Corporate Leadership Structure will be undertaken in two phases, phase 1 will involve the Directors and phase 2 will include all Assistant Directors and Service Managers (Third tier).

The Council has recently benefited from a number of LGA external reviews and sense checks such as the Corporate Peer Review, Recovery & Renewal Review and Decision Making Accountability (DMA). All these reviews have acknowledged the many strengths of the Council, its exemplary track record of achievements and the developing and ambitious aspirations through the Strategic Direction and Corporate Plan over the next 5 years. In doing so, the reviews have recommended the need to review the Council's strategic management structure to ensure it aligns leadership roles, responsibilities, capacity and flexibility to deliver the Council's priorities and is sufficiently placed to maximise influence and benefits from the Devolution and Levelling Up Agendas.

The DMA Review in particular has outlined a number of considerations for structure change that will allow the Authority to be flexible to the needs and priorities both current and emerging.

DMA is a methodology which supports organisational design. Adopted as Organisational Design tool by LGA, it is used to identify efficient and cost-effective organisational structures for the future. It is a robust, proven framework to help diagnose and design healthy management hierarchies.

The Council's 5-year Strategic Direction has recently been approved, this coupled with Devolution, Climate Change, Physical Regeneration projects such as UKSPF, Towns Fund and Levelling Up and changes to Housing Regulations highlights the emerging challenges the Council is facing.

The LGA-Recovery & Renewal and DMA reports have also highlighted the importance of a Retention Strategy to ensure the Council maximises its resilience and ability to deliver these ambitious projects.

In addition, it also represents an opportunity to align functions and to improve synergy between service areas.

The structure aims to:

- Nurture the right environment to get the best for our employees, residents, businesses, Councillors and the environment
- Continue to positively challenge the status quo
- Embeds the Core Values and Behaviours of the Council
- Enables a stronger balanced and clearer leadership

- Enables clear decision making and accountability
- Empowers all employees
- Facilitates collaboration and consistency across services
- Enables the Authority to adapt to a changing environment
- Promotes the 'One Council ethos'

The Director roles and job descriptions are fundamentally unchanged as they are currently generic but do include technical and specialist knowledge based on the specifics of the role. A key part of each role is the wider leadership competencies expected of a Director and the expectation that they will work as a team across the Council, leading on corporate projects alongside their functional responsibilities.

The proposed timetable is as follows:

9th September 2022	Formal employee consultation commences
23rd September 2022	Consultation ends
w/c 26th September	Suggestions from consultation considered
October 2022	Chief Officer Employment Committee/Cabinet if required (TBC)
Date to be determined	New structure implemented

## **Implications**

### **Corporate Plan:**

The structure proposed for consultation has been considered against the corporate plan and is aligned with it.

### **Legal:**

The Scheme of Delegation within the Council's Constitution delegates all employment matters to the Head of Paid Service (CEO) save for those specified in the Employment Rules in accordance with legislation (Local Government and Housing Act 1989, Section 4).

Where staffing relates to Chief Officers, the Head of Paid Service is required to report to the COEC the manner in which she intends for the Council's functions to be co-ordinated, the number and grades of staff required by the authority for the discharge of their function, the organisation of the authority's staff and the appointment and proper management of the authority's staff.

Part 3, Section 1.8 (Committee Terms of Reference) and Part 4 (Employment Procedure Rules) of the Constitution set out the remit of the Chief Officers Employment Committee in relation to the appointment of Chief Officers, the job descriptions for those roles and for recommending appointment of the Statutory Officers to Council for approval.

**Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	None identified at this stage.
General Fund – Capital Programme	N/A
Housing Revenue Account – Revenue Budget	N/A
Housing Revenue Account – Capital Programme	N/A

**Risk:**

<b>Risk</b>	<b>Mitigation</b>
Not undertaking a restructure.	<p>The current structure no longer enables the flexibility and alignment to meet key challenges and opportunities over the next 5 years, delivering against the Strategic Direction, Corporate Plan and Devolution Deal.</p> <p>The DMA methodology has been adopted as Organisational Design tool by LGA, it is used to identify efficient and cost-effective organisational structures for the future. It is a robust, proven framework to help diagnose and design healthy management hierarchies.</p>

**Human Resources/Equality and Diversity:**

Human resources implications are contained within the report. All employment policies, procedures and protocols will be applied as appropriate. This will include application of the Restructuring and Redundancy Policy, consultation with affected employees and trade unions.

**Environmental/Sustainability:**

N/A

**Equalities:**

Considered above.

**Other Implications:**

N/A

**Reason(s) for Urgency**

N/A

**Reason(s) for Exemption**

N/A

**Background Papers**

None.

**Report Author and Contact Officer**

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CHIEF EXECUTIVE

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