

Blackpool Council

9 June 2014

To: Councillors Blackburn, Callow, Campbell, Jackson, Taylor and Williams

The above members are requested to attend the:

CHIEF OFFICERS EMPLOYMENT COMMITTEE

Tuesday, 17 June 2014 at 11.00 am
in Committee Room B, Town Hall, Blackpool, FY1 1GB

A G E N D A

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Services in advance of the meeting.

2 MINUTES OF THE MEETING HELD ON 21ST MAY 2013 (Pages 1 - 2)

To agree the minutes of the last meeting held on 21st May 2013 as a true and correct record.

3 STAFFING AND ESTABLISHMENT REVIEW (Pages 3 - 10)

To consider the attached report to confirm the review of staffing arrangements

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Mark Towers, Head of Democratic Services,
Tel: (01253) 477127, e-mail mark.towers@blackpool.gov.uk

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MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - 21ST MAY 2013

Present:

Councillor Blackburn (in the Chair)

Councillors

Cain Galley Jackson Lee

1. DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2. MINUTES OF THE MEETING HELD ON 12TH OCTOBER 2012

The Committee agreed that the minutes of the meeting held on 12th October 2012, be signed by the Chairman as a correct record.

3. CHIEF OFFICER PAY PROGRESSION ARRANGEMENTS

The Committee considered a report regarding Chief Officer pay progression arrangements. Members were reminded that the number of Chief Officers in the Council had reduced considerably and the original grading structure for Chief Officers implemented at the time of the pay review in January 2010, had included seven grades of officer. Following recent changes there were now three grades remaining in the structure. It had been agreed at that time that a mechanism for Chief Officers to move through the grade needed to be established based on achievement of objectives. It had previously agreed that the services of the Hay Group be engaged to assist with the issues referred to. The Committee considered a report from the Hay Group with regard to these issues.

The Committee agreed:

(1) That Chief Officers should:

- ◆ Have agreed performance review targets which are built around the strategic outcomes required by the organisation and Blackpool as a locality.
- ◆ Have agreed targets and required outputs that represent the need for team working which do not encourage a silo mentality in order to achieve more pay.
- ◆ Be rewarded through consolidated pay through a grade, considering where Blackpool Council currently sit in the market in terms of base pay and in order that the system replicates the process applied to all staff in the Council.
- ◆ Move through the grade based on particular points throughout the scale as is for all other employees in the Council.
- ◆ Have their progression through the grade monitored in keeping with the yearly increments for other staff in the organisation and to avoid unnecessary bureaucracy for the Chief Executive, the process should run on a yearly cycle with a mid-year review to outline how matters are progressing.

MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - 21ST MAY 2013

- ◆ Have performance feedback based on the agreed competencies expected by the Chief Executive.
- ◆ Link the process to the achievement of management competencies as they are developing through the Leadership programme.

- (2) To note that the proposed reward and progression decisions will be the responsibility of the Chief Executive.

Background papers: None

4. APPOINTMENT OF HM CORONER

Members were reminded that by law, the Council had a duty to appoint the HM Coroner for the Blackpool and Fylde area and the responsibility for that had been delegated to this Committee. Following the announcement of the retirement of the current Coroner, members were informed that it was necessary to appoint a new Coroner within a three month period. The Chairman introduced Mr. Andre Rebello, who on behalf of the Coroners' Society, was in attendance to provide technical advice to the Committee. Following an application and short listing process, members were advised that six candidates had been short listed for interview.

The Committee then interviewed the six short listed applicants for the position.

The Committee agreed:

- (1) To make an offer of appointment to Alan Wilson.
- (2) That should the offer be accepted, the appointment be effective from 10th June 2013.

Background Papers: Candidates applications (exempt).

Chairman

(The meeting ended at 10:05 pm)

Any queries regarding these minutes, please contact:
Mark Towers, Head of Democratic Services
Tel: (01253) 477127
E-mail: mark.towers@blackpool.gov.uk

Report to:	CHIEF OFFICERS EMPLOYMENT COMMITTEE
Item number	3
Relevant Officer:	Neil Jack, Chief Executive
Relevant Cabinet Member	Councillor Simon Blackburn
Date of Meeting	17 TH June 2014

STAFFING AND ESTABLISHMENT REVIEW

1.0 Purpose of the report:

1.1 The purpose of this report is to confirm the review the staffing arrangements of the authority to take account of changes brought about by consultation on the proposed staffing savings for 2014/15 and 15/16 budget cycles. This report primarily deals with matters relating to a revised senior management structure for the Council designed to deliver savings in year.

2.0 Recommendation(s):

2.1 To agree the principles of the management review and note the anticipated consequential savings identified to be achieved.

2.2 To agree the impact of these changes on the Chief Officer cadre of the Council and the subsequent actions that should be put in place to allow a smooth transition to the new arrangements which will ensure business and service continuity.

2.3 To approve the revised list of Chief Officers and their designations, as detailed in the report.

2.4 To agree the re- titling of Chief Officers formally known as Assistant Chief Executive to Director (or in the case of any Chief Officer below departmental head level to Deputy or Assistant Director). This fits in with a number of them having to use this title already for their statutory role.

2.5 To agree to designate the position of HM Coroner for Blackpool and the Fylde a full time position from 1st April 2014, from its current part time status, for the reasons as set out in the report.

3.0 Reasons for recommendation(s):

3.1 Staffing savings were identified in the budget for 2014/15 which must be achieved in year. The recommendations in this report are designed to ensure that these savings targets are achieved and that services are protected as far as possible by being ordered in sensible groupings to achieve outcomes and targets.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Council Priority:

4.1 The relevant Council Priority is "Deliver quality services through a professional, well-rewarded and motivated workforce".

5.0 Background Information

5.1 Establishment Review

At the Executive meeting on 19th May, it was reported that an opportunity had arisen to review the senior management structure of the Council following the secondment of a Chief Officer of the Council to Blackpool Coastal Housing. The objectives of this review were to:

- Reduce further the overall costs of the leadership structure to the organisation to achieve significant further savings.
- Ensure that the leadership structure will meet the current and medium term needs of the organisation and remains focused on the priorities of the elected administration.
- Ensure that the structure includes sensible groupings of activities which supports cross Directorate working and avoids duplication of effort.

Initial consultation at a strategic level has taken place and the report provides a position statement with regard to the principles that will inform the proposed changes and the costs and savings associated with it, as well as the alignment of services with Chief Officers.

Context for the Review

Blackpool Council, like much of the public sector, continues to face huge financial challenges and the Council recognises that its organisational structure needs to be fit for purpose and reviewed regularly.

The Council is committed to ensuring that front line services are protected as far as possible throughout these difficult times and that includes looking for senior management and Chief Officers in particular to lead the way in terms of responding to increased budget pressures. Chief Officers in Blackpool Council are identified through job evaluation protocols using the Hay methodology. For a post to be considered a Chief Officer role in Blackpool it must score Hay Points in excess of 1056 and/or be designated as a statutory role.

This report deals with how the Chief Executive has reviewed the Departmental arrangements to achieve further savings whilst maintaining a streamlined Chief Officer structure that will be able to deliver effective services.

Proposed Changes to the Council's Structure

The Built Environment Department is proposed to be deleted from the establishment and the post of Assistant Chief Executive for that area will be deleted.

The Assistant Chief Executive responsible for Leisure and Operational Services will become the Chief Officer with primary responsibility for delivering universal services to residents of Blackpool. As well as existing services the post holder will be responsible for delivery of the following additional services: Highways and Transportation, Public Protection, Environmental Protection, Environmental Waste, Street Cleansing, Community Parks and Grounds Maintenance and Illuminations delivery. It is proposed that the post holder is re-designated as Director of Community and Environmental Services.

The Assistant Chief Executive responsible for Regeneration, Tourism and Culture will become the Primary Chief Officer with responsibility for providing strategic direction for Blackpool in terms of 'place'. The post holder will take responsibility for providing direction and plans that will continue the revitalisation of Blackpool as a great place to live, work and visit. As well as current responsibilities the post holder will also become responsible for Strategic Housing, Highways and Transport policy, Car Parking, Community Safety and Beach Patrol. It is proposed that the post holder is re-designated as Director of Place.

Consultation is continuing on the possibility of transferring the delivery of the Library Service to the Assistant Chief Executive responsible for Treasurer Services.

This is to take account of the work already underway with the customer service centre to ensure the library service continues to develop as a community access point that deals with a wide range of services to the public. It is also proposed that the post holder is re-designated as Director of Resources.

The Deputy Chief Executive who is responsible for Community Engagement will become responsible for the community engagement work that is currently undertaken by a small number of officers that were in the Built Environment Department. The post holder designation is unaffected.

The Head of Democratic Services who has responsibility for the Registrars service will become responsible for Licensing Services and the administration of the Cemeteries and Crematorium. This post holder's role will need to be re-evaluated as the inclusion of these new responsibilities along with Coroners Services, in the view of the Chief Executive and Deputy Chief Executive warrants a review by Hay. The Directorate will be known as Governance and Regulatory Services and the post holder designated as Director.

With regard to the Coroner's Service, the Committee is reminded that in May 2013, this Committee appointed a Coroner for Blackpool and the Fylde and since that date he has taken up his post based at the Town Hall, with the Coroner's Support Service being brought within the Council and becoming part of the current Democratic Services department. Key parts of the Coroners Act 2009 were also enacted on 1st July with new requirements on the service, including bringing about a more efficient system of investigations and inquests.

Since that date the Coroner has been operating on a full time basis, but has only been employed on a part time basis. The payments for the Coroner are set nationally with part time coroners entitled to extra payments for long term inquests and Assistant Coroners appointed by the Council and paid additionally, to cover when the Coroner is not available. Based on this last 12 months, it is now proposed to designate the Coroner to a full time position. This would have no additional costs to the current situation due to the projected additional payments as set out earlier.

The Coroner has also identified significant savings since taking up the position, in particular with a reduced number of post mortems. Although the new measures which are being used are time intensive, there is still a definite saving and more balanced yet effective and sensitive outcome for families. The Head of Registration and Coroners Support Services, Lancashire County Council has also been consulted, as the County Council contributes to the Fylde part of the overall budget and there is no objection to this change, as there would be no change to the budget situation, it would assist with budget planning and provides continuity and consistency.

It is proposed that management arrangements within the Public Health, Children's and Adults Services departments remain unchanged and that their designations are changed to Directors of Public Health, Children's Services and Adult Services respectively.

There will be ongoing consultation with the Trades Unions and the staff affected by these proposals as the nature of the re-organisation does affect all levels of the Council. Some minor amendments may be made as a result of these consultations but the principles outlined above about making a clear distinction between delivery, strategy, customer contact and community engagement will be maintained.

Budget Implications

It is anticipated that this proposal will save an additional £150,000 in the year 2014/15.

Does the information submitted include any exempt information?

No

List of Appendices:

1 Chief Officer Structure chart - Appendix 3a.

6.0 Legal considerations:

6.1 As part of the restructuring arrangements legal due process for consultation on such matters with affected employees will be followed.

7.0 Human Resources considerations:

7.1 Due process has been applied and the Councils Human Resources policies have been adhered to with regards to these issues

8.0 Equalities considerations:

8.1 The changes to the chief officer structure of the organisation have a positive impact on the diversity of the workforce composition because changes in the very small numbers in this cadre have a significant impact on the percentage profiles.

9.0 Financial considerations:

9.1 These proposals are an important part of the delivery of the budget for 2014/15 and 2015/16.

10.0 Risk management considerations:

10.1 The risk area associated with these new proposals is the continued reduction of the Chief Officer cadre of the Authority and the impact on management capacity. The Chief Executive is satisfied that careful consideration of aligning priorities and resources will mitigate capacity concerns.

11.0 Ethical considerations:

11.1 The proposals support the Councils desire to have a small but effective senior management team.

12.0 Internal/ External Consultation undertaken:

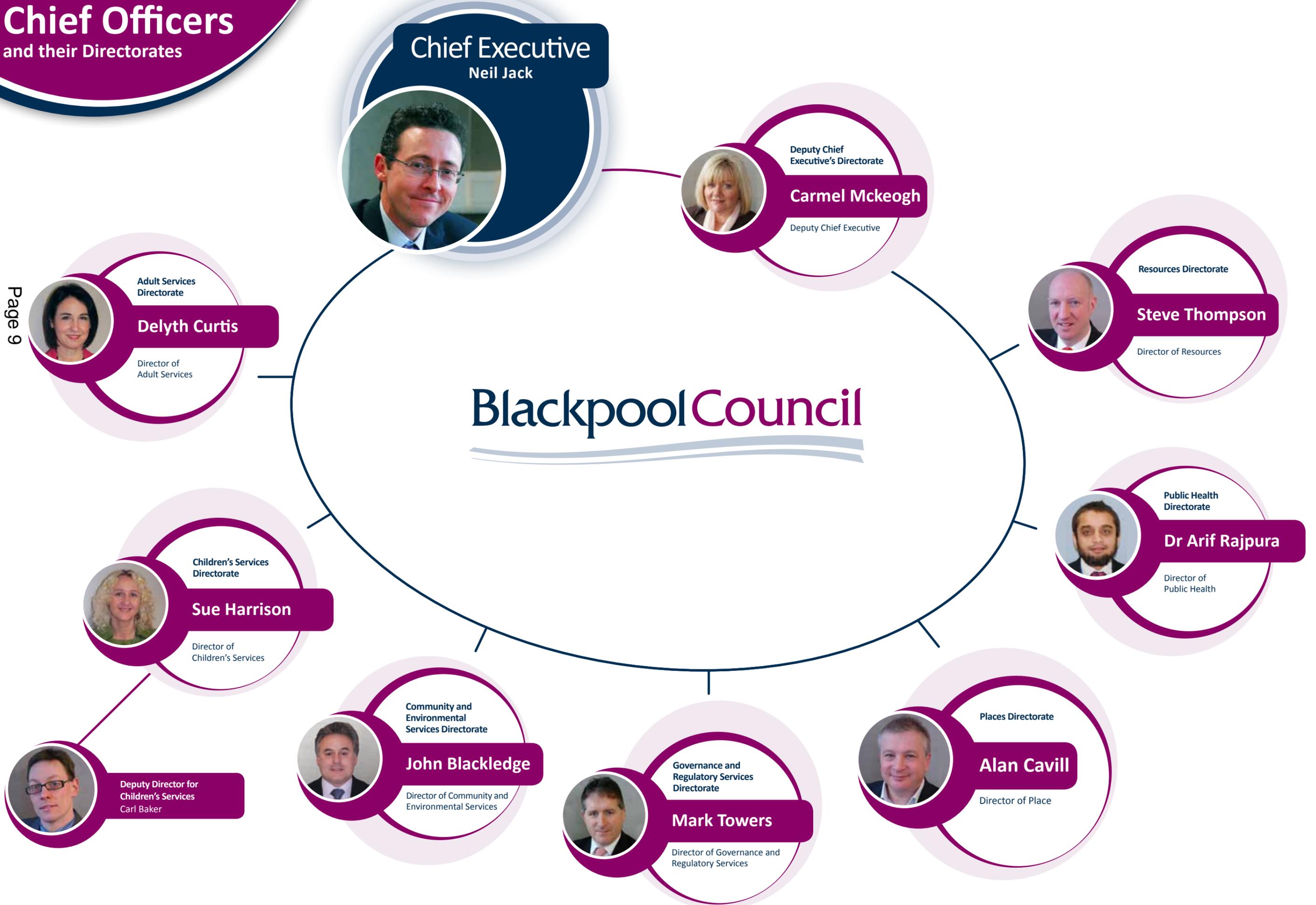
12.1 Consultation on the revised structure has commenced and will continue throughout May and June.

13.0 Background papers:

13.1 None

Chief Officers and their Directorates

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