

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