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| Meeting: | Cabinet |
| Date: | 23 October 2008 |
| Subject: | Senior Management Structure |
| Key Decision: | No |
| Responsible Officer: | Michael Lockwood, Chief Executive |
| Portfolio Holder: | Cllr David Ashton, Leader of the Council |
| Exempt: | No |
| Enclosures: | Appendix 1: Senior Management Structure |

Section 1 – Summary and Recommendations

This report proposes some refinements to the functional responsibilities of the senior management structure of the Council to better enable it to achieve its strategic objective to be recognised as one of the best London Councils by 2012.

Recommendations:

That Cabinet approves the revised functional responsibilities set out in the senior management structure at Appendix 1.

Reason:

To enable the Council to complete implementation of the senior management structure agreed by Cabinet in April 2008.

Section 2 – Report

Background

- 2.1 The current senior management structure was established as part of a review undertaken by the Chief Executive and agreed by Cabinet at its meeting on 10 April 2008.
- 2.2 That new structure included the new post of Corporate Director of Place Shaping. At that time this role was envisaged as having responsibility for managing strategic development projects, including the town centre development, the strategic management of our property portfolio and developing options for co-location with our strategic partners e.g. PCT, Police etc.
- 2.3 Importantly, it was not envisaged that the Place Shaping role would have any significant functional responsibilities. However, in his presentation to Cabinet the Chief Executive advised that through the consultation process he had been asked to consider alternative options to which he wanted to give further consideration.
- 2.4 These alternative options related, in the main, to the potential benefits of co-locating the planning function with strategic management of the council's major development projects and property portfolio within the Place Shaping Directorate. Locating the planning function with that Directorate should enable the smoother progression of development projects from inception to completion. These benefits can be realised provided the council strengthens its governance arrangements accordingly.
- 2.5 Establishing a structure which co-locates planning and property has been fully endorsed by the Planning Advisory Service, which forms part of the Improvement and Development Agency. Cabinet are therefore requested to approve these functional changes.

Recommendation:

- 2.6 The Cabinet is requested, to approve the revised functional responsibilities set out in the senior management structure at Appendix 1.

Staffing/workforce

- 2.7 The planning function currently sits within the Community and Environment Directorate. Moving this function has a significant impact for the current Corporate Director Community and Environment as it will involve the deletion of that post and the creation of a new post, which does not include responsibility for the planning functions.
- 2.8 The Corporate Director Community and Environment has been formally consulted on this proposal and the views of the Director of Community and Leisure and Divisional Director of Environment have also been sought. At the time of preparing this report, the comments received including those of the Corporate Director Community and Environment

have been very positive and support the proposals as set out in the report.

- 2.9 If agreed, implementation of the proposed structure will be by means of the Council's Protocol for Managing Organisational Change. The Protocol includes the formal consultative processes to be followed and the appointment process.
- 2.10 Appointment to the Corporate Director posts will be made by the Chief Officer Employment Panel (COEP), which is responsible for employment decisions affecting chief officer posts. The COEP will also be consulted on the proposed new job descriptions.

Equalities impact

- 2.11 The Equalities Impact Assessment (EIA) undertaken on the proposed senior management structure was reported to Cabinet at its meeting on 10 April 2008. There are no equalities implications arising from the proposed changes in functional responsibilities.

Legal comments

- 2.12 Legal comments are incorporated within the report.

Community safety

- 2.13 No specific implications arise out of this report.

Financial Implications

- 2.14 The Corporate Director Place Shaping will be predominantly working on major capital projects and therefore the majority of the cost will be met from the capital programme, which already includes a provision for programme management costs.

Performance Issues

- 2.15 These proposals will contribute positively to the Key Lines of Enquiry for Corporate Assessment and the future Managing the Business component of the 2008/09 Use of Resources. In particular they will strengthen the organisation's capacity and improve the ability to deliver on the ambition and key priorities.
- 2.16 The future Comprehensive Area Assessment (CAA) places a strong emphasis on place shaping. These proposals will position the Council effectively to respond to this agenda. In addition the increasing focus on Asset Management will be met through this role.
- 2.17 Future proposals for new performance indicators around environmental sustainability and the future Managing Natural Resources component of Use of Resources will be positively impacted by a places shaping role.

Risk Management Implications

2.18 No specific implications arise out of this report.

Section 3 - Statutory Officer Clearance

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| Name: Jennifer Hydari | <input checked="" type="checkbox"/> | On behalf of the Chief Financial Officer |
| Date: 6 October 2008 | | |
| Name: Hugh Peart | <input checked="" type="checkbox"/> | Monitoring Officer |
| Date: 6 October 2008 | | |

Section 4 – Performance Officer Clearance

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| Name: Tom Whiting | <input checked="" type="checkbox"/> | on behalf of the* Divisional Director (Strategy and Improvement) |
| Date: 6 October 2008 | | |

Section 5 - Contact Details and Background Papers

Contact: Jon Turner, Divisional Director of Human Resources & Development 020 8424 1225

Background Papers:

- Report to Cabinet on Organisational Review, 15 February 2007
- Report to Leader of the Council on Senior Management Structure, 17 May 2007
- Information Report to Cabinet on Senior Management Structure, 17 March 2008
- Report to Cabinet on Senior Management Structure, 10 April 2008