

REPORT TO	ON
SCRUTINY CABINET	30 th August 2017 6 th September 2017

Jan 2017



TITLE	PORTFOLIO	AUTHOR
Management Structure	Leader	Heather McManus – Chief Executive

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Is this report a KEY DECISION (i.e. more than £75,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	Yes

1. PURPOSE OF THE REPORT

The purpose of the report is to ask members for clarification of the assumptions made for growth within the borough, detailed within this report, along with the approach for improving staff morale:

2. MEMBER RECOMMENDATIONS

That members confirm support for the key themes and actions captured here:

1. To create a culture of continual improvement, a place where staff feel supported and proud to work
2. To broaden and deepen the shared service relationship with Chorley Borough Council that serve two independent and sovereign councils
3. To work in the spirit of the featured operating principles
4. To present views on the append proposals in writing to the Head of Paid Services by 7th September 2017
5. To recommend that the Head of Paid Services presents a Chief Officer (Leadership and Management) structure to Full Council for decision on 27th September 2017. (via Shared Service Committee as appropriate)

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Clean, green and safe	x	Strong and healthy communities	x
Strong South Ribble in the heart of prosperous Lancashire	x	Efficient, effective and exceptional council	x

Efficient, effective and exceptional council, with a focus in 2017 – 18 on financial sustainability, business transformation and organisational development.

3. BACKGROUND TO THE REPORT

New CEO appointment made with a mutual commitment towards exciting plans for growth and cultural change.

We recognise the need to change the way we are organised and do business to achieve this and to become a Council that is fit for the future. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to everything we do.

In 2016, we experienced a period of instability which impacted on staff morale and our ability to govern.

We have agreed in the Transformational Strategy to start this journey in 2017-18, by putting in place the building blocks necessary to achieve this shift in focus. This will include transforming services, finding ways to generate income to replace Government Grant, maintaining a skilled, healthy and motivated workforce and Council and having a robust and effective decision-making framework to support new ways of working.

Operating principles

As Head of paid Service the council requires me to put in place a management structure that will deliver to the corporate agenda set by Council. This agenda is detailed in the councils Corporate Plan and Medium Term Financial Strategy. To do this the following principles are required;

- Come together (Members with the Head of Paid Services) to work in a timely way, at a pace to ensure that informed decisions are taken in relation to the Chief Officer (Leadership and Management) structure
- Work within a sound and robust governance framework
- Come together as one council, one team to support staff, through this period transition and transformation.
- Shape our council to delivery against the aspirations of our residents, improve quality and to become sustainable
- Create opportunities to reinvest in core services
- Create career pathways for all leaders and managers at every level of the Council

Informal Consultation

At the recent staff workshops held in July and August hosted by the Leader and the CEO, staff said that they want us to:

1. restructure SMT & Core Managers
2. to improve leadership capability
3. review pay
4. develop their careers
5. focus on growth
6. increase organisational resilience
7. work across the organisation
8. end silo working and thinking
9. invest and grow services
10. improve decision making
11. improve communication
12. improve staff moral
13. be excellent
14. have integrity

Formal Consultation

It is essential that we listen to staff, and put what we have heard into action. It is equally important that I have the right leadership team, who are accountable for the right things, and receive the appropriate recognition and reward.

The Head of Paid Services is now sharing thinking as illustrated in the append formal consultation document, for the wider views of Members and Officers.

The proposals aim to:

- address the staff feedback (headlines above)
- reposition the Regeneration and Growth agenda
- broaden and deepen the shared service arrangements with Chorley BC
- deliver a sustainable leadership model
- strengthen the Statutory Officers contribution

The consultation will close on 7th September 2017.

Many opportunities have been created for Members and Officers to share their thoughts and views throughout this period.

Redundancy

Applications for Voluntary Redundancy have been offered but will only be considered where there is a justifiable business case and comparable saving to the Council to be made in relation to the costs of voluntary redundancy. Any decisions in relation to voluntary redundancy is entirely at the discretion of the council. Compulsory redundancy cases are likely.

Decision Making

Approval will be sought from Full council on 27th September 2017.

Implementation

The transition will start in October 2017 and the new Chief Officer structure will take effect in 2018.

HR Implications

The Council does not have a Managing Change policy in place, nevertheless meaningful consultation is taking place and the principles of HR best practice and ACAS guidance is being applied.

Finance Implications

The financial implications of the proposed restructure are to make a significant contribution against the MTFS with a view to make a reinvestment into core services including staffing.

Background Documents

Transformation Strategy

MTFS

Report Author:	Telephone:	Date:
Heather McManus- Chief Executive		