

## **Consultation document**

### **1. Strategic Ambitions**

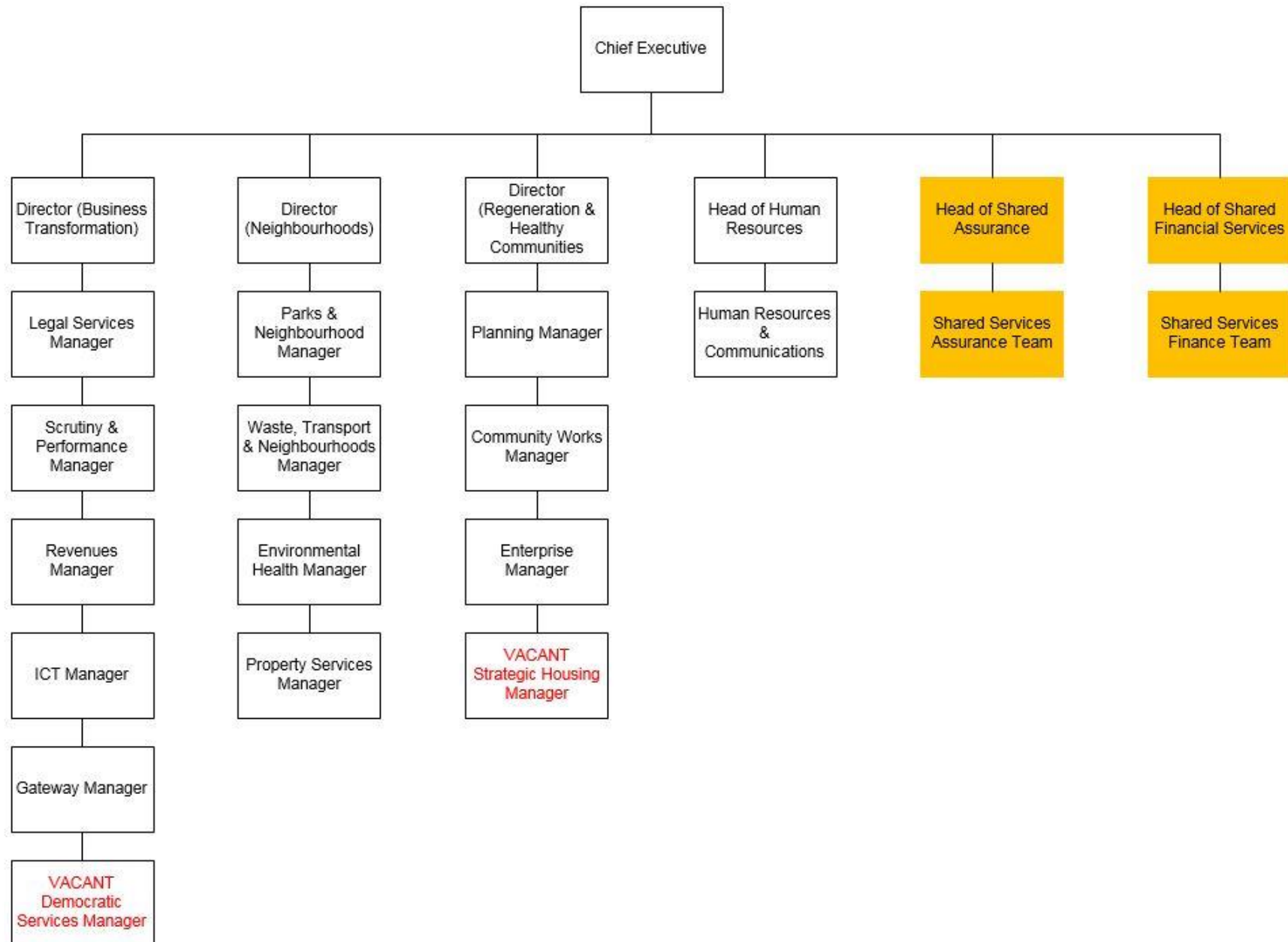
- To create a culture of continual improvement, a place where staff feel supported and are proud to work.
- We will work together to develop a close working relationship with Chorley Borough Council with an ultimate aim to develop full shared services serving two independent and sovereign councils, where appropriate.

### **2. Operating principles**

We are committed to:

- Meaningful consultation with officers, their representatives and members
- Work in a timely way, at a pace to ensure that informed decisions are taken, all within a sound and robust governance framework
- Supporting staff and residents through the transition and beyond
- Represent the needs, priorities and ambitions of there local residents and communities
- Working in partnership to provide better and efficient service's to there local residents and communities to become more sustainable and effective moving forward
- Creating opportunities to reinvest in core services
- Creating great places to work, live and visit

## Current Structure

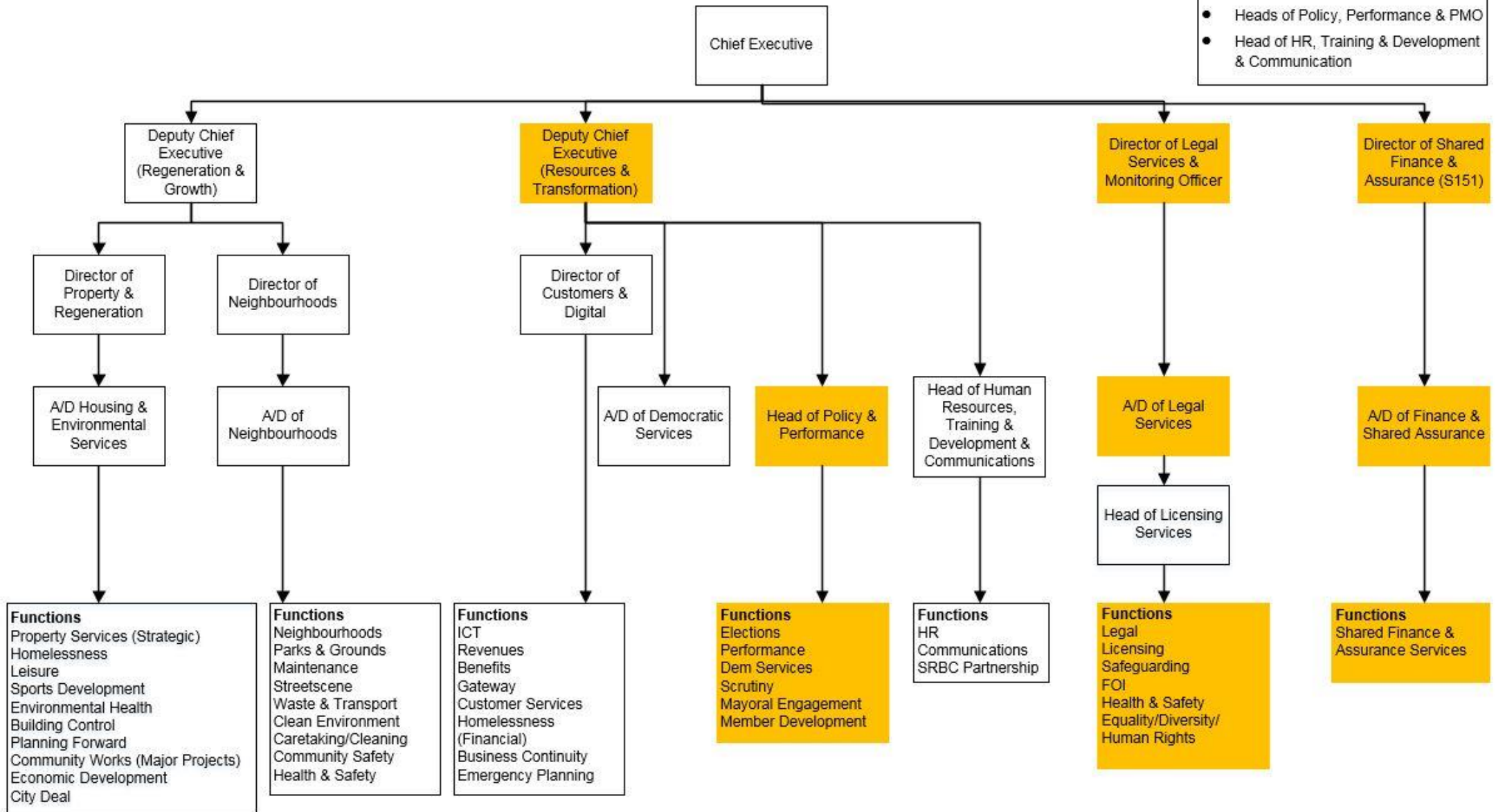


# Current Thinking (as of 1<sup>st</sup> August 2017)

## Proposal A

**KEY**  
 White Box – SRBC  
 Orange Box – Shared

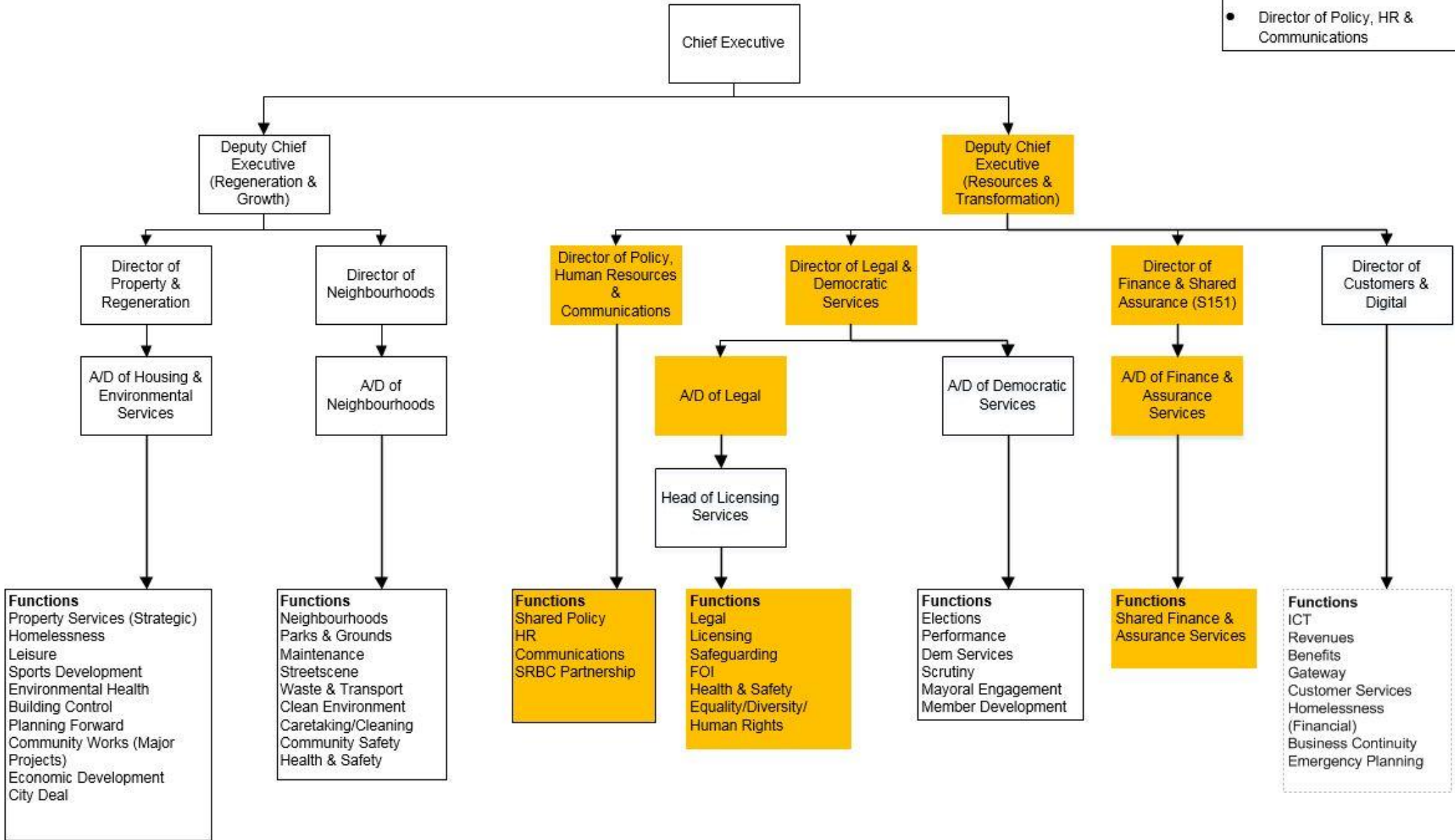
- SMT Proposal A**
- CEO
  - Deputy CEO – x2
  - Monitoring Officer (Deputy)
  - Section 151 Officer (Director)
  - Heads of Policy, Performance & PMO
  - Head of HR, Training & Development & Communication



# Proposal B

**Key**  
 White Box – SRBC  
 Orange Box - Shared

- SMT Proposal B
- CEO
  - Deputy CEO – x2
  - Monitoring Officer
  - Section 151
  - Director of Policy, HR & Communications



Both proposals aim to:

- Bring into focus the strategically important Regeneration and Growth Agenda here at South Ribble.
- Broaden and deepen the shared service arrangement with Chorley BC.

### **3. Interdependencies**

- Review of Democratic Services
- Review of current shared service provision i.e. Finance and Assurance Services

### **4. Consultation Questions**

- What are the strengths and weaknesses of the two options from your perspective?
- Do the proposals offer a management and leadership career pathway to support those interested in developing their careers in this way? If so, how? If not, why not?
- Are there other areas of the business you feel we should be positioning as a shared service?
- Are there areas that you feel are not ready or will not benefit from adopting a shared service approach?
- Do you feel that the 10-15% savings target for the functions to be shared is ambitious enough?
- What potential operational challenges (of each option) do you see? Can you suggest any solutions to these?
- Where should the core administration function sit?
- Have we enough administration and PA support?
- Have we captured all the Council's functions?
- Have you additional thoughts on how the management infrastructure could be moving forward to drive customer quality improvements, efficiency savings and improve the employment experience for you here at South Ribble?
- Do you think that the current thinking on how we propose to recruit to the new structure is fair? (see appointment process below)
- Do you feel that the proposals for SMT membership will place the Council in the strongest position moving forward?
- Which posts do you feel should be members of the new Core Manager arrangements?

## **5. Appointment process**

- All staff 'at risk' will be presented with the opportunity to apply for any of the new South Ribble posts (white boxes), including those posts that are shared with Chorley (orange boxes)
- Interviews for the new posts will be offered for internal recruitment in the first instance for those staff 'at risk'
- Staff that do not apply for any suitable posts may forfeit their access to a compulsory redundancy package
- Staff directly affected by these proposals i.e. members of SMT or Core Managers may however request voluntary redundancy during this consultation period. A decision will be taken by the Heads of Paid Services before any staff are formally placed 'at risk' and after the decision of Full Council in late September 2017.
- Staff will be appointed to the new structure with no change to their current employment relationship
- Chief Officer (Tier 2) appointments coupled with Statutory Officer appointments will be subject to the Member Appointment Panel process (e.g. Deputy CEO, MO & Sc151) and in partnership with Chorley for any shared posts
- Tier 3 and 4 appointments will be made by the Heads of Paid Services, and in partnership with Chorley for any shared posts
- Any posts not filled internally will progress to external recruitment campaigns

## **6. Job Descriptions**

Job Description development will be informed by the formal consultation feedback. Nonetheless salaries have been tentatively benchmarked as follows:

- Deputy CEO - £80-85k
- Director - £60-65k
- Assistant Director/Head of Service - £40–55k

The current thinking on essential qualification is that the following posts will have the appropriate professional qualification for example:

- Section 151 Officer and deputy will hold a CCAB,
- Deputy CEO (Regeneration and Growth) will hold a RICS or RTPI
- Monitoring Officer and deputy will be Qualified Solicitors
- Head of HR will hold a CIPD Level 7

**7. Formal Consultation**

Formal consultation will open on 1<sup>st</sup> August 2017 and will close on 7<sup>th</sup> September 2017

**8. Shared Service Recommendation**

Shared Service Committee 14<sup>th</sup> September 2017

**9. Decisions will be taken at Full Council on 27<sup>th</sup> September 2017**

**10. Implementation will begin in October 2017 with the new management structure taking effect in 2018**