
Subject: CHANGES TO THE CHIEF OFFICER STRUCTURE

Meeting and Date: Council – 31 October 2018

Report of: Nadeem Aziz, Head of Paid Service

Classification: Unrestricted

Purpose of the report: This report seeks approval for changes to the Chief Officer (CMT) structure arising out of the retirement of the Director of Governance which results in the removal of one Chief Officer post and necessitates the designation of a new Monitoring Officer.

If Council approves the redistribution of Chief Officer functions and responsibilities, further reports will be submitted as necessary to the Council and to the Leader to approve changes to the Constitution and to the Scheme of Officer Delegations.

Recommendation:

1. *Council approves the reduction of Chief Officers from the Corporate Management Team to the Chief Executive and two Strategic Directors with effect from 1 January 2019.*
2. *Council approves the re-distribution of functions between the Chief Officers who form the Council's Corporate Management Team with effect from 1 January 2019.*
3. *Council designates Harvey Rudd as the Council's Monitoring Officer with effect from 1 January 2019.*

1. Summary

1.1 The Director of Governance will be retiring with effect from 31 March 2019. As a result, a review of the senior management structure of the Council has been undertaken to ensure it continues to effectively support the delivery of high quality services, whilst also helping to address some of the budget challenge that local government continues to face. This report seeks Council approval to changes to the Chief Officer Structure (affecting CMT) resulting in the redistribution of functions and responsibilities for the remaining Chief Officers.

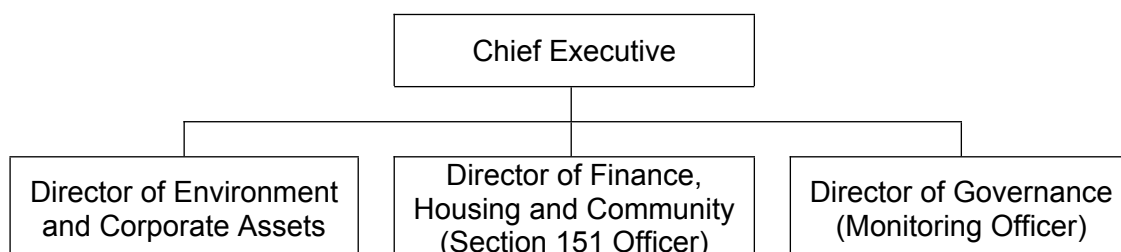
1.2 The proposed new structure directly affects the Chief Executive and Strategic Directors. However, it is recognised that the new structure results in changes to the Head of Service structure and line management reporting for some service teams. The structure below chief officer level will be determined by the Head of Paid Service in accordance with Article 12 of the Constitution.

2. Introduction and Background

2.1 A number of options were considered in developing the recommendations, including whether to directly replace the Director of Governance. However, the proposed structure is considered to be the best fit, reducing costs at a senior level, by removing a director post and allowing the reinvestment of this resource at an operational management level. The proposed structure of a Chief Executive and two Strategic

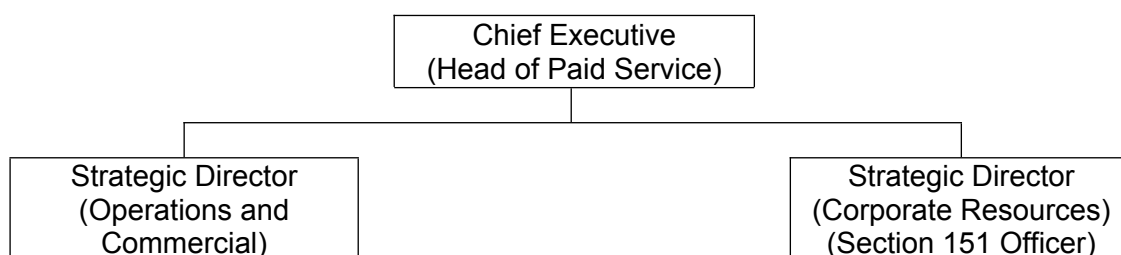
Director model supported by a number of Heads of Service is also a recognised structure within Local Government.

- 2.2 These are the current Council's Chief Officers as identified in Article 12 of the Council's Constitution:



- 2.3 The proposed new structure retains the post of Chief Executive and two director posts, designated as Strategic Directors (Corporate Resources, and Operations and Commercial). The Heads of Service will report to either the Chief Executive or to one of the two Strategic Directors.

- 2.4 The new structure will be as follows:



The responsibilities of these three strategic posts are as detailed below:

Post	Functions and areas of responsibility
Chief Executive (and Head of Paid Service)	Change management Civic Functions Development of partnership and joint working arrangements Electoral Services Inward Investment Leadership and strategic direction and management Member/Officer relationships Performance management Policy development Provision of external focus
Strategic Director (Corporate Resources and Section 151 Officer)	Accountancy Client Officer for East Kent Audit Partnership Community Services Community Safety and CCTV Communications and funding Digital Services Financial management and budgetary control Governance Housing

Post	Functions and areas of responsibility
	Legal and Democratic Services Procurement Property Investment Regulatory Services
Strategic Director (Operations and Commercial)	Building Control Leisure Services Major Projects Museums and Tourism Natural Environment Parks and Open Spaces Planning Services (excluding enforcement) Property and Corporate Assets Regeneration Delivery Transport and Parking Waste Services

- 2.5 The current Director of Governance, David Randall, is designated as the Council's Monitoring Officer (pursuant to Section 5 and 5A of the Local Government and Housing Act 1989). With the removal of his post it is necessary to designate another officer as the Monitoring Officer. It is recommended that the current Deputy Monitoring Officer, Harvey Rudd, Solicitor to the Council is designated as the Monitoring Officer from 1 January 2019.
- 2.6 If designated, Mr Rudd has indicated that he will appoint Mrs Louise May, the current Head of Legal Services as his Deputy Monitoring Officer.
- 2.7 Members need to be satisfied that the proposed structure makes proper and robust arrangements which will enable the individual appointed as the Monitoring Officer to fulfil his duties effectively. To ensure good governance there is a widely held view that, as a matter of best practice, the Monitoring Officer should sit on the authority's Corporate Management Team. This is not a legal requirement and indeed the proposals would see the Monitoring Officer holding a position outside the Corporate Management Team. In order to mitigate any perceived weaknesses in the proposed model and ensure good governance and accessibility, the Monitoring Officer will always have access to the Chief Executive and Strategic Directors and to CMT agendas in advance of the meetings. He will be free to attend those meetings as he requires.
- 3. Identification of Options**
- 3.1 A number of options were considered. An option was to flatten the structure and further reduce the size of CMT. This was dismissed as unsustainable for the Council. Another option was to replace like for like, with a new Strategic Director. However, the proposed structure is considered to be the best fit, reducing costs at a senior level, by removing a director post and allowing the reinvestment of this resource at an operational management level.
- 3.2 Therefore the options for the Council are:

- (a) To support the reduction in the size of the Corporate Management Team and redistribution in chief officer functions and responsibilities.
- (b) Request that the Head of Paid Service looks at other structural options.

4. Evaluation of Options

- 4.1 Paragraph 3.2(a) is the preferred option for the reasons set out in this report. It is considered that the proposed changes will have no overall detrimental effect on service delivery.
- 4.2 Paragraph 3.2(b) is not the preferred option. It may result in redundancy costs and create an unnecessary period of uncertainty and potential instability.

5. Corporate Implications

- 5.1 Comment from the Director of Finance (linked to the MTFP). The s151 Officer has been consulted in the preparation of this report and has no additional comments.
- 5.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the development of this report and has no further comments to make.
- 5.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15> ‘

6. Background Papers

Senior Management Team 2019 Consultation documents

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