

**APPOINTMENT OF CORPORATE DIRECTOR
APPROACH AND NEXT STEPS**

1. INTRODUCTION

1.1 David Quirk, one of Rushmoor's Corporate Directors, retired on 29th February having completed 28 years at Rushmoor. Over the last couple of months, I have been considering the future of the post in the context of

- the current senior management structure, given it was only introduced in April 2015
- the emerging financial challenges facing the Council in the light of the Autumn Statement and provisional financial settlement
- the challenging agenda facing the Council to achieve its priorities and maintain services to the local community

1.2 Having examined the issues, given these parameters, a proposed approach has been developed which I believe provides the best way forward for the Council.

2. BACKGROUND

2.1 Over the past 10 years a number of changes have been made to the Council's organisational structure which has seen it streamlined and more aligned with the Council's priorities. The process has seen a reduction in services and changes in roles and responsibilities of the senior management team. The current structure which is less than a year old is based around the following principles:

- the need for the Council to secure financial sustainability through its 8 Point Plan and through organisational development to create the conditions in which the change we need can happen
- a structure that enables the Council to deliver its core services whilst also delivering on its priorities
- the need to ensure an effective and robust interface with elected members which enables a high level of community leadership and provides the support Members need

- ensure the Council's Corporate Directors are able to focus on the key strategic issues facing the Borough and areas where the Council needs to develop and deliver corporate priorities
- provide the conditions for Heads of Service, senior managers and staff to be given the freedom and tools not only to continue to deliver high quality services but also to innovate and address the challenges that face the Council
- enable services to be delivered to a high standard and with a high degree of efficiency and customer focus

2.2 The current structure is attached. The main changes embedded within the structure relate to:

- ensuring the Corporate Directors take ownership and drive forward key strategic areas of work, such as service transformation and regeneration and the overall Corporate Plan through the Directors' Management Board.
- removal of more direct lines of management for heads of service who have been expected to work with less direction from Corporate Directors enabling them to take greater responsibility for service decisions, innovation and service delivery.
- reducing the number of services by one and some rationalisation of teams, whilst expecting heads of service to examine further the structures within services in the context of the 8 Point Plan objectives, in particular channel shift and service transformation.

2.3 Whilst the new structure is still bedding in, it is working effectively to the new principles. This has been shown in the way that the Directors' Management Board is working strategically and in the way that Heads of Service are showing leadership within services. Progress is also being made with the key themes in the Council's organisational development programme.

2.4 However, it is important to recognise that the Council faces considerable challenges over the medium term with major uncertainties in Government funding, a range of priorities to invest in the Borough and to make significant reductions in expenditure/increase in income to achieve financial sustainability.

2.5 Therefore, it is important for the Council to retain a robust management structure providing leadership, professionalism and expertise in order that it can reconcile the need to deliver its priorities whilst keeping its expenditure rigorously under control.

3. PROPOSED APPROACH

3.1 Having examined these factors in detail, it is my clear view that the basic organisational structure of having a Directors' Management Board of a Chief Executive and two Corporate Directors supported by a Heads of Service should be retained. Mr Quirk currently holds the role of Deputy Chief Executive, which operates in the absence of the Chief Executive. This is an important function and it is now proposed to appoint Mr Ian Harrison, the other Corporate Director, to the role.

3.2 Given the issues raised in para 2.4, I believe it is important that the Council retains two corporate director posts and now proceeds to fill the vacant post. I believe that this post could be filled through internal advertisement because:

- there is a pressing need to make service cost reductions and this approach should enable the Council to save the cost of a senior management post
- the Council has encouraged an approach of developing its senior staff from within the organisation and the approach demonstrates the Council's commitment to this
- there are appropriately qualified and experienced potential candidates within the organisation.

4. PROCESS FOR APPOINTMENT

4.1 Whilst the appointment will be restricted to internal staff, it is still the intention to undertake a thorough and transparent recruitment process in accordance with the Council's current Officer Employment Rules. The process would be as follows:

- Consultation with the Leader, Cabinet Member for Corporate Services, the Chairman of the Licensing and General Purposes Committee, and Group Leaders followed by confirmation of the approach by the Cabinet.
- Chief Executive to agree the role profile and the post is advertised internally.
- Initial discussion of applications by the Chief Executive and Corporate Director to draw up a shortlist of applicants (if necessary) and make the arrangements for interviews.
- Interview process with appointment by a Member panel consisting of:

- Chairman of the Licensing and General Purposes Committee
- Cabinet Member for Corporate Services
- Cr Frank Rust
- Cr Dave Bell
- Leader of the Council

Standing Deputies are allowed.

- Confirmation of appointment of Corporate Director by the Licensing and General Purposes Committee.

4.2 Depending on who the successful candidate is, a review of the service structure is likely to be necessary, following the appointment. One of the features of the current structure is that Heads of Service are expected to be flexible and adaptable and, if a Head of Service is appointed, there would be the potential for the reallocation of functions enabling a further reduction in the managerial overhead. It is proposed that these consequential changes will be made in consultation with the Leader of the Council and the Cabinet Member for Corporate Services.

5. **FINANCIAL IMPLICATIONS**

5.1 At this stage it is difficult to assess the savings resulting from the appointment. The costs (including on costs) of the Corporate Director's post is approximately £103,000 and the potential saving on a Head of Service post is approximately £82,000. Were the appointment not to be a Head of Service the saving will be less, although it is then likely that there would be fewer consequential changes to services.

5.2 As part of the process, the Council will need to consider whether any further changes will need to be made within services to assist it to deliver its objectives. There may be some cost implications of this.

6. **CONCLUSIONS**

6.1 Given the challenges facing the Council over the medium term, it is important that it is in a strong position to address them. A strong, effective management structure is essential to ensure the Council delivers its priorities as it works towards sustainability. The existing structure has been a significant step forward and I believe that retaining it will be in the best interests of the Council. I also feel that the Council has a number of suitable candidates from within its existing establishment.

6.2 Once the appointment process has been completed, a further report will be made to the Cabinet on the consequential structural issues, if necessary.

7. RECOMMENDATIONS

7.1 The Cabinet is asked to:

- (i) approve the appointment of Ian Harrison to the Deputy Chief Executive role with effect from 1st March, 2016;
- (ii) endorse the proposed approach for the retention of the Corporate Director post and the process for recruitment set out in this Report; and
- (iii) authorise the Chief Executive to agree any consequential changes to the organisational structure resulting from the appointment, in consultation with the Leader of the Council and the Cabinet Member for Corporate Services.

Andrew Lloyd
Chief Executive

CHIEF EXECUTIVE

DIRECTORS MANAGEMENT BOARD
Chief Executive and two Corporate Directors

Head of Democratic and Customer Services

Solicitor to the Council

Head of Strategy, Engagement and Organisation Development

Head of Financial Services and Chief Finance Officer

Head of IT and Facilities Services

Head of Environmental Health and Housing Services

Head of Planning Services

Head of Community and Environmental Services