

Bolsover District Council

Council

8 September 2021

Senior Management Review

Report of the Leader of the Council

Classification: This report is public

Report By: Councillor Steve Fritchley

Contact Officer: Karen Hanson, Executive Director of Resources

PURPOSE / SUMMARY

To provide Council with an update on the Senior Management Review and the reporting arrangements for Assistant Directors.

RECOMMENDATIONS

1. To endorse the reporting structure for the Senior Management Team (as outlined in Appendix 1).

Approved by the Portfolio Holder – Yes

IMPLICATIONS

Finance and Risk: Yes No

Details:

There are no financial implications arising from this report. The change to the establishment will be met from within the existing approved budget.

On Behalf of the Section 151 Officer

Legal (including Data Protection): Yes No

Details:

Legal issues are covered in the report.

On Behalf of the Solicitor to the Council

Staffing: Yes No

Details:

The Council's Policy and Procedure for Organisational Review will be followed. The proposed approach would minimise impact on the Officers involved and service delivery.

On behalf of the Head of Paid Service

DECISION INFORMATION

Decision Information	
Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: BDC: Revenue - £75,000 <input type="checkbox"/> Capital - £150,000 <input type="checkbox"/> NEDDC: Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	No
District Wards Significantly Affected	None directly
Consultation: Leader / Deputy Leader <input checked="" type="checkbox"/> Cabinet / Executive <input checked="" type="checkbox"/> SAMT <input type="checkbox"/> Relevant Service Manager <input checked="" type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Yes Details: Ward Members

Links to Council Ambition (BDC)/Council Plan (NED) priorities or Policy Framework including Climate Change, Equalities, and Economics and Health implications.

None directly

REPORT DETAILS

1 Background

- 1.1 At the Council meeting in March 2020, Council agreed to a new Senior Management Structure. This included the disestablishment of the post of Chief Executive Officer.
- 1.2 It is the general consensus of senior officers that the Council has worked well without a Chief Executive and that the preference of officers is that the Council should continue to work with the flattened structure of Directors and Heads of Service/Assistant Directors. This has provided a wider Member/Officer interface. The work of the Chief Executive Officer has been effectively carried out by the Directors.
- 1.2 On 12th July 2021, Council approved the disestablishment of the two Joint Director posts and established a full-time Executive Director post, namely Executive Director of Resources. This effectively, allowed for two Executive Directors dedicated solely to Bolsover District Council.
- 1.3 Following formal consultation with the two Joint Directors, Karen Hanson has been appointed to the newly established post of Executive Director of Resources. She was also appointed to the role of Head of Paid Service as outlined within the Council report. These appointments took effect from 2nd August 2021. Grant Galloway has been appointed as the Executive Director of Strategy and Development.
- 1.4 Having moved from three Directors to two, the report to Council on 12th July 2021 requested the Executive Directors carry out a review of the management structure in terms of reporting lines and responsibilities for departments. This has now taken place and this report provides an update on progress.

2. Details of Proposal

- 2.1 This report provides details of the actions which have been taken as part of this review. As outlined below, this includes discussions with the Leadership of our Strategic Alliance partner and informal discussions with the Heads of Service / Assistant Directors in order to arrive at a preferred option.
- 2.2 To enable Bolsover District Council to achieve its ambitions, the reporting structure outlined in Appendix 1 is currently considered the most appropriate. This structure aligns the following service areas within each Directorate:

Directorate of Resources

- Finance (including Section 151 Officer)
- Environmental Health
- Housing Management and Enforcement (including Community Safety)
- Street Scene Services
- Transformation, (including Leisure, Customer Services and ICT)

Directorate of Strategy and Development

- Legal and Governance Services (including Monitoring Officer and Returning Officer)
- Leader's Executive and the Partnership Team
- Property Services and Housing Repairs
- Development and Planning

- 2.3 Subject to further consultation with North East Derbyshire District Council in relation to joint officers, it is proposed that all Heads of Services are re-titled as Assistant Directors within the new structure. This will provide consistency across the Senior Management Team.
- 2.2 It should be noted that there are no significant changes to Assistant Director job roles proposed. The changes relate to reporting lines and job titles only. These do not require formal consultation or approval. All staff affected are aware of the review.
- 2.4 Whilst some service areas and Assistant Directors will remain joint as part of the Strategic Alliance Management Team, other posts will remain single Council posts. These are outlined as follows:

Joint posts:

- Assistant Director, Environmental Health
- Assistant Director, Street Scene
- Assistant Director, Transformation
- Assistant Director, Corporate Governance

Bolsover only posts:

- Assistant Director, Development
- Assistant Director, Housing Management and Enforcement
- Assistant Director, Finance and Resources
- Assistant Director, Leader's Executive and Partnerships
- Assistant Director, Property Services and Housing Repairs

- 2.5 The Joint posts will continue to be jointly managed by both Councils as part of the Strategic Alliance. This includes the continued direct management of the Environmental Health Service. Line management meetings will take place alongside Portfolio Holder Meetings for each service area. Performance of all joint services will continue to be regularly reviewed and reported.
- 2.6 Single Council posts will report directly to the appropriate Executive Director as outlined within Appendix 1.

Statutory Roles, Responsibilities and Good Practice

- 2.7 The Council is required to designate some specific statutory responsibilities. The designation of other responsibilities is considered to be good practice. These are outlined and designated below:

- Head of Paid Service – Karen Hanson
- Monitoring Officer – Sarah Sternberg
- Section 151 Officer – Theresa Fletcher
- Emergency Planning Lead – Grant Galloway
- Procurement Lead – Grant Galloway
- Safeguarding Lead – Karen Hanson
- Returning Officer – Sarah Sternberg
- Deputy Returning Officers – Grant Galloway and Karen Hanson
- Solicitor to the Council – Sarah Sternberg
- Senior Information Risk Owner – Sarah Sternberg
- Senior Risk Owner – Karen Hanson

Areas for further Consideration

2.8 There are some areas of the senior management structure which require or are undergoing further review. These include:

- Planning Policy Team
- Housing Policy Team
- Housing Services

2.9 The Joint Planning Policy Team is currently undergoing a review with staff consultation underway. The review is considering bringing back the Planning Policy role into a single service for Bolsover.

2.10 The Housing Policy Team is currently a joint team, hosted by North East Derbyshire District Council. Further work will be undertaken to establish whether the current arrangements fulfil the strategic aims and vision of Bolsover. This will be subject to a further report to Executive in due course.

2.11 The Housing Service is currently split across the two Directorates. The Housing Management and Enforcement Service sits within the Resources Directorate and the Property and Housing Repairs Service sits within the Strategy and Development Directorate. This is a relatively new structure which was designed to ensure appropriate focus, skills, resources and priority is given to each service separately and in accordance with Vision Bolsover. This structure is currently settling down with Housing staff due to move to the Arc over the next few months.

2.12 Whilst this report deals with the management structure at senior management level, it should be remembered that the Strategic Alliance between the two Councils is wider than Senior Management Team. There are other areas of joint working as a Strategic Alliance which are unaffected by this report.

3 Reasons for Recommendation

3.1 The structure at Senior Management level will enable the Council to successfully achieve its ambitions and priorities.

3.2 The structure can be met within existing budgets.

3.3 The structure avoids placing any officers at risk of redundancy.

4 **Alternative Options and Reasons for Rejection**

4.1 Consideration of alternative structures at senior management level have been undertaken, but rejected as not fit for purpose.

DOCUMENT INFORMATION

Appendix No	Title
1	Draft BDC Senior Management Structure
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
None	