

At a meeting of the HUMAN RESOURCES COMMITTEE held in the CIVIC CENTRE (COMMITTEE ROOM NO. 2) on THURSDAY 15 NOVEMBER 2012 AT 5.30 PM.

Present:

Councillor P. Watson in the Chair

Councillors Gofton, Speding, D. Trueman, H. Trueman, A. Wilson and Wood

Apologies for Absence

Apologies for absence were submitted to the meeting on behalf of Councillors Errington, Mordey and T. Wright.

Declarations of Interest

There were no declarations of interest.

Minutes of the Last Meeting of the Committee, Part I held on 25 July 2012

1. RESOLVED that the minutes of the last meeting of the Committee held on 25 July, 2012, Part I (copy circulated) be confirmed and signed as a correct record.

Staffing Proposal – Senior Management Structure

The Director of Human Resources and Organisational Development submitted a report to inform the Committee on progress to date with regard to the proposed changes to the senior management structure which contribute to meeting the significant budgetary challenge facing the Council.

The Director of Human Resources and Organisational Development outlined the report. Members were informed that following the resignation of the Executive Director of City Services, they were being asked to review and

confirm proposed changes to the organisation of the senior management structure to take effect on the 29th November 2012, following the Council meeting to be held on 28th November 2012.

The Committee were also asked to recommend Council to authorise the Head of Law and Governance to amend the delegation scheme in respect of Chief Officers as set out in the constitution, in order to reflect the reallocation of areas of responsibility.

The proposals would result in full year savings of £277,971. It was also likely that as the organisation focused on its community leadership role that further efficiencies would be realised through further changes to the structure at a senior level. These would be reported to Committee at the appropriate time.

Prior to the resignation of the Executive Director of City Services the organisation structure in the council consisted of the following Directorates:-

- Office of the Chief Executive (Deputy Chief Executive, Assistant Chief Executive, Director of Communications and Corporate Affairs and Director of Human Resources and Organisational Development)
- Health, Housing and Adult Services (Executive Director and Deputy Executive Director)
- Children's Services (Executive Director and Deputy Executive Director)
- Commercial and Corporate Services (Executive Director)
- City Services (Executive Director and Deputy Executive Director)

Within the City Services Directorate on the establishment there were the following service areas each headed up by a Head of Service:-

- Street Scene
- Community Services
- Culture and Tourism
- Customer Services
- Commissioning and Change Management

In order to respond to the departure of the Executive Director it was proposed to disestablish the City Services Directorate and the posts of Executive Director and Deputy Director of City Services and to redistribute services and responsibilities and to put in place some arrangements for each of the above service areas that recognised the need for ongoing leadership support and realign services where it was considered appropriate to do so.

In respect of Street Scene it was proposed to transfer this service in its entirety to the Office of the Chief Executive and for the Head of Street Scene to report to the Deputy Chief Executive. This would enable the location of those services that were concerned with Place or Economy together in one

area. It was also proposed to relocate that part of the housing service that focused on the built environment into the Office of the Chief Executive. The part of the service which focussed on services to people would remain in Health, Housing and Adult Services.

As a consequence of the proposal it was proposed to relocate ICT to Commercial and Corporate Services and for the service to report to the Executive Director of Commercial and Corporate Services. In addition it was proposed that the part of Community Services that was responsible for Facilities Management be relocated to this Directorate and that this service area report to the Head of Corporate Assurance and Procurement, with the exception of the Building Maintenance function which would transfer to the Office of the Chief Executive and report to the Head of Planning and Property.

The proposal for the remainder of the Community Services area within City Services was that Leisure Services be combined with the Libraries and Heritage functions and that these services together with the Head of Community Services be transferred to Health, Housing and Adult Services and report to the Executive Director of Health, Housing and Adult Services for an interim period whilst further proposals were developed. It was also proposed that the Community Development service be combined with the scrutiny and area arrangements services and transferred to the Office of the Chief Executive to report to the Head of Scrutiny.

In respect of Customer Services it was proposed that the Head of Customer Service would work very closely with the Chief Executive on the direction of travel for the council and in particular in ensuring that all the customer information and insight was used to effectively manage demand for services and ensure that the customer service network was the access point for all council services. The post holder would also be part of the management team within HR&OD for day to day management issues and support.

The Commissioning and Change Management Service was a relatively small service area providing support in the areas of Business Improvement, Project Management, Partnership Development, Research and Funding. It was proposed that this be transferred to the Office of the Chief Executive and report to the Deputy Chief Executive.

The final area of service from City Services related to Events. There were proposals currently being considered in respect of the potential for the development of an Events Company. It was proposed that in the interim period support for the strategic direction of the Events team and for this potential company be provided by the Director of Communications and Corporate Affairs. Furthermore that in the medium term should the company be established that the client side responsibility for events would be reviewed.

The above proposals were intended as the first steps in responding to the implications of current challenges facing the council and the city and further proposals would be developed for consideration by Committee. This was to ensure the council was able to respond to the changing economic conditions.

In addition a review of the Children's Services and Health, Housing and Adult Services Directorates was currently underway with a view to considering options for amalgamation of these areas. Once these options had been finalised it was proposed that a further report be submitted to Committee for consideration in the near future.

The Committee was also advised that the constitution provides that where a chief officer post is vacant, their delegated powers may be exercised by the relevant Heads of Service(s) within that Department, so far as permitted by law. This provision enabled the Heads of Service within the City Services Directorate to continue to exercise relevant functions during the vacancies in the posts of Executive Director and Deputy Director. In order to ensure that there was a clear line of authority for undertaking delegated functions, it was recommended that the proposals take effect from 29th November 2012, following the Council meeting on 28th November and that Council be recommended to agree that the allocation of functions to chief officers, as set out in the constitution, be amended as appropriate to reflect the reallocation of responsibilities recommended in the report.

Councillor Wood commented that the report stated that the changes would take place from 29 November, however, it was his understanding that the changes were already in operation. The Director of Human Resources and Organisational Development advised that the delegation scheme was not yet in operation.

Councillor Wood welcomed the savings that were being made particularly given that there had been no reduction in front line services.

In response to a question from Councillor Wood regarding the transfer of Library Services to Health, Housing and Adult Services, the Director advised that Heritage, Leisure and Libraries were currently being looked at individually. Changes would be instigated between now and the start of the next financial year depending on the complexity of the review.

Councillor Gofton advised that a lot of Community Development staff had been lost but it was hoped the service could be maintained, although there could be no guarantee that this would mean a better service for less.

Councillor Trueman commended staff on the continued quality of service being delivered given the strain on resources and made particular reference to the Telecare staff.

The Head of Law and Governance clarified the implications of the changes for the delegation scheme and the Constitution.

2. RESOLVED that:-

- (i) The proposed changes to the organisation senior management structure as detailed within the report be noted and endorsed,

- following the resignation of the Executive Director of City Services, to take effect on the 29 November 2012, following the Council meeting to be held on 28 November, 2012; and
- (ii) The Council authorise the Head of Law and Governance to amend the delegation scheme in respect of chief officers as set out in the constitution, in order to reflect the reallocation of areas of responsibility.

Local Government (Access to Information) (Variation Order) 2006

3. RESOLVED that in accordance with Section 100(A)4 of the Local Government Act 1972, the public be excluded during consideration of the remaining business as it was considered to involve a likely disclosure of exempt information relating to any individual or information which is likely to reveal the identity of an individual or information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matters arising between the Authority. (Local Government Act 1972, Schedule 12A, Part I, Paragraphs 1, 2 and 4).

(Signed) P. WATSON,
Chairman.

Note:-

The above minutes comprise only those relating to items during which the meeting was open to the public.

Additional minutes in respect of other items are included in Part II.

