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NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

13 April 2022

SENIOR MANAGEMENT STRUCTURE

FOR NOTING

Portfolio Holder: Cllr Alex Rennie

Key Decision: No

Report Number: HBC/039/2022

1. Purpose

- 1.1 That the Council considers the proposals developed by the Acting Chief Executive (Head of Paid Service) in relation to changes to the Senior Management Structure of the Council at Appendix 1 and the role profiles at Appendix 2.
- 1.2 Adoption of these proposals will move the Council towards the standalone model agreed at its meeting in March 2022.
- 1.3 This structure is designed to meet the objectives of the Corporate Strategy 2022-2026 and will have a clear focus on our residents and businesses, economic development and strategic planning and a leaner and more agile workforce.

2. Recommendations

- 2.1 Cabinet RECOMMENDS that Council;
 - (i) agree the proposed senior management structure at Appendix 1;

- (ii) note that the structure shall exclude any posts at Director level and instead have five Executive Heads of Service who will be Chief Officers of the Council. Role profiles are included at Appendix 2
- (iii) agree that formal consultation will begin immediately with the existing senior managers across Havant Borough Council and East Hampshire District Council
- (iv) agree that following consultation the Head of Paid Service take all necessary steps, through the HR Committee to appoint to roles within the proposed Senior Management Structure following appropriate processes set out in the Constitution
- (v) that remuneration and terms and conditions for the Executive Head of Service roles be determined by HR Committee upon appointment to those roles

3. Background

- 3.1. Members are fully aware of the requirement to implement a structural change to the Council following the decision to separate joint working arrangements with East Hampshire District Council in January 2022.
- 3.2. The existing structure operates under a shared management team with East Hampshire District Council.
- 3.3. The Acting Chief Executive and Head of Paid Service has therefore undertaken a review of the senior management structures that are currently in place and proposes a structure that will enable Havant Borough Council to meet its objectives of becoming a standalone Council and deliver on its Corporate Strategy.

4. Key features of new structure

- 4.1. The key aims of these proposals are designed to provide the corporate, operational, and functional leadership necessary to ensure the Council delivers its Corporate Strategy and key services.
- 4.2. These proposals are further designed to bring greater efficiency in management and service delivery by reducing senior management tiers and cost. It places more emphasis on customer facing services with four of the five Executive Heads focused on front facing service delivery.
- 4.3. Bringing the support services into a single team is strengthened by the close alignment of the Chief Executive role to that team, in particular the corporate governance functions of the organisation. An agglomerated team will be leaner and work to a singular ethos of supporting frontline services to deliver the best possible outcomes for our residents, businesses, and community groups.
- 4.4. The proposed senior management structure will operate within 2 tiers, rather than the existing 3. The removal of the Director level marks a departure from a traditional way of structuring Councils with a Director and Head of Service level at two tiers below the Chief Executive role. This can make the span of the Directors management too wide and reduce their effectiveness.
- 4.5. Creating a level of below the Chief Executive with strategic responsibility for delivering on the Council's objectives provides greater capacity in the management team of the organisation, allows for delegation of responsibility across a wider number of officers and reduces the filter of an additional layer of management at Director level.
- 4.6. The Chief Executive and Heads of Service will make up the Management Team of the organisation, which will include the statutory roles of Chief Finance Officer (s.151 officer) and Chief Legal Officer (Monitoring Officer). All the statutory Officer roles have direct access to the Chief Executive, irrespective of line

management responsibilities, and this is guaranteed in the new senior management structure.

5. Consultation

- 5.1. Agreement by Council to these proposals begins a period of consultation with the Heads of Service currently employed across Havant Borough Council and East Hampshire District Council.
- 5.2. Consultation is a key element to the success of this programme. Staff have therefore been regularly updated in informal joint briefings from the Acting Chief Executive, the Chief Executive for East Hampshire and in team meetings on the exit from the Joint Management Team agreement.
- 5.3. As part of the formal consultation process, it is expected that some current post holders may not remain in post. The Chief Executive will discuss appropriate options for redeployment or redundancy where no role directly aligns with a current role.
- 5.4. Given the emergence from the Joint Management Team arrangements, officers of East Hampshire District Council will be invited to apply for any vacant posts in the structure even if they do not hold employment contracts with Havant Borough Council. This is to ensure that staff affected by the decision to exit the Joint Management Team arrangements are given the maximum opportunity to secure employment in this restructure. Reciprocal arrangements apply for roles within East Hampshire District Council.
- 5.5. The Trade Unions will be involved throughout the formal consultation process. Initial discussions have taken place to ensure that the Trade Unions are fully aware of how the ending of the Joint Management Team arrangements are impacting upon senior staffing arrangements within the Council.

- 5.6. Senior employees will have the opportunity to submit any proposals and/or considerations to the Acting Chief Executive during the consultation process. All employees will be treated fairly in line with employment law. Where it is possible to progress alignment of new roles with existing officers of the Council, the HR Committee will be asked to consider the appointment of officers to those new roles and to determine the level of salary commensurate with that role.
- 5.7. No members of staff below the level of Head of Service are affected by these proposals at this stage and all officers will continue under the terms of their current employment contract.
- 5.8. The Acting CEO has also agreed to consult with the Budget Working Group on the proposals for the senior management structure. This will focus only on an indicative cost for the new structure and the proposed gradings for the new roles. This will enable the Budget Working Group to evaluate the proposals in light of their remit to help deliver a standalone Council within budget by October 2022.
- 5.9. After the formal consultation period closes, the Acting Chief Executive will take into consideration all proposals submitted and respond accordingly. If there are any substantial changes following the consultation period, the Acting Chief Executive will report back to Council to notify members of changes to the proposed senior management structure. This may require a further period of consultation with staff.
- 5.10. The external auditor has been provided with a copy of this report and any comments from the auditor will be raised at the meeting.
- 5.11. Options considered;

- (i) All members were made aware of alternative arrangements to the standalone Council model in the business case presented to Council in March 2022.
- (ii) Members are invited to comment on these proposals.

6. Resource Implications

6.1. Financial Implications:

Section 151 Officer comments

Date: 05 April 2022

This structure will require salaries to be benchmarked and evaluated by agreement with the HR Committee. A report on the cost of the structure will be reported to Council as part of the budget monitoring report, however costs of this structure are not expected to exceed the current staffing costs of the organisation.

6.2. Human Resources Implications:

This process will begin a process of formal consultation with staff.

6.3. Information Governance Implications:

None.

6.4. Legal Implications:

There are no legal implications arising from this report however the Council will need to ensure that employment procedures are followed as appropriate.

In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended), the steps that need to be taken with regards Chief Officers and Deputy Chief Officers in order to give effect to the proposals is contained within the Council's Constitution.

Monitoring Officer comments

Date: 05 April 2022

In accordance with the Council's constitution, new appointments to any Chief Officer posts will need to be determined by HR Committee. This will be dealt with in accordance with the Council's normal recruitment processes as is appropriate.

The Head of Paid Service is responsible for the corporate direction and management of the council and for allocating responsibility for service groupings to strategic executives.

Under sub-section 4(3) of the Local Government & Housing Act 1989 the Head of Paid Service may make proposals in relation to the manner in which the discharge of the council's functions is co-ordinated; the number and grades of staff required by the authority for this purpose together with the organisation of the authority's staff.

Any such proposals made by the Head of Paid Service must be reported to full Council for ratification at a meeting to be held not more than three months after the preparation of the report.

The matters contained within this report are therefore within the lawful authority of the Head of Paid Service

7. Consultation

7.1. Consultation to date is outlined in the report.

8. Communication

8.1. None required as this is an update report

9. Appendices

Appendix 1: Proposals for the senior management structure

Appendix 2: Role profiles

10. Background papers

10.1. None

End of report.

SENIOR MANAGEMENT STRUCTURE

Chief Executive

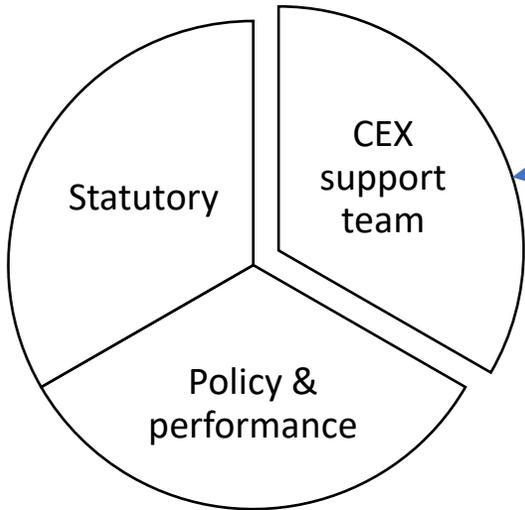
Executive Head of Internal Services

Executive Head for Coastal Partnership

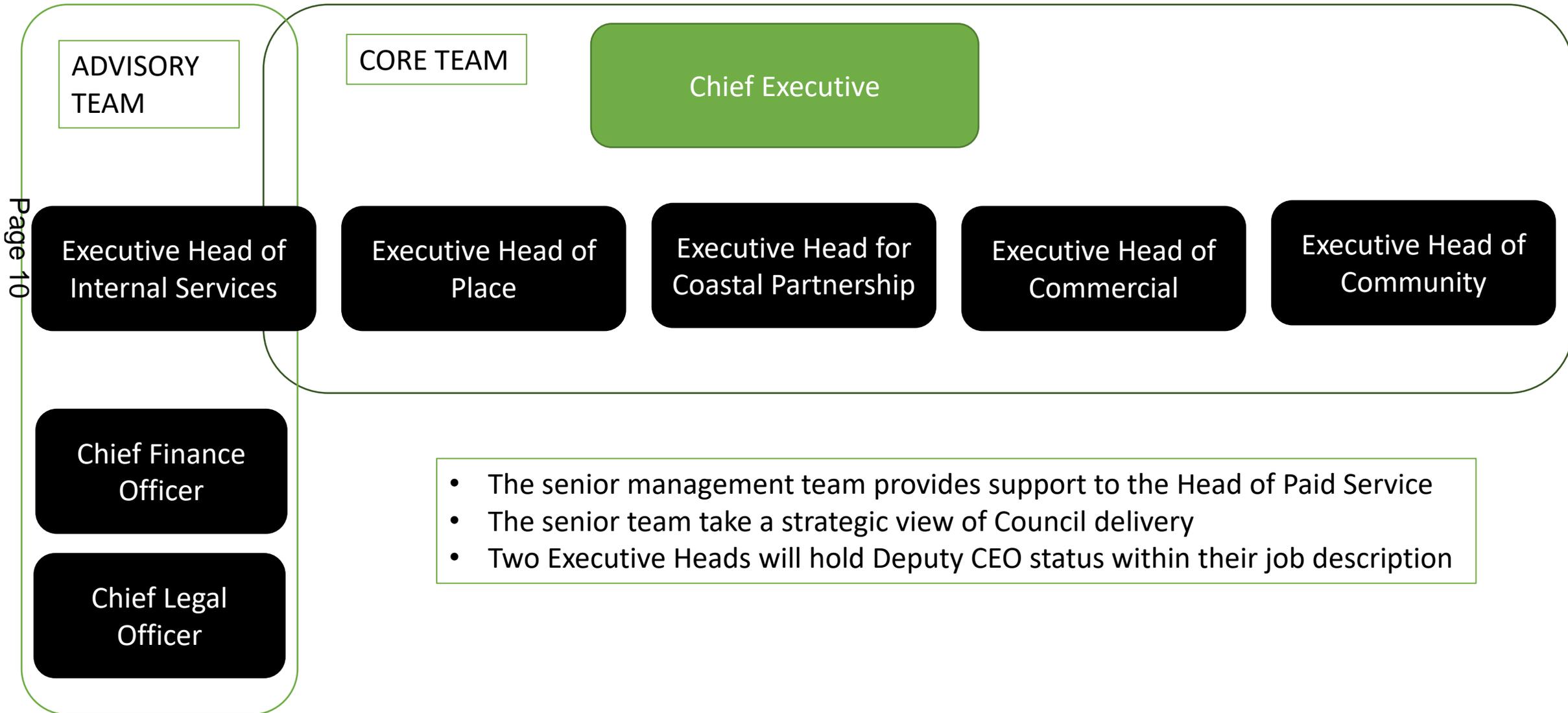
Executive Head of Place

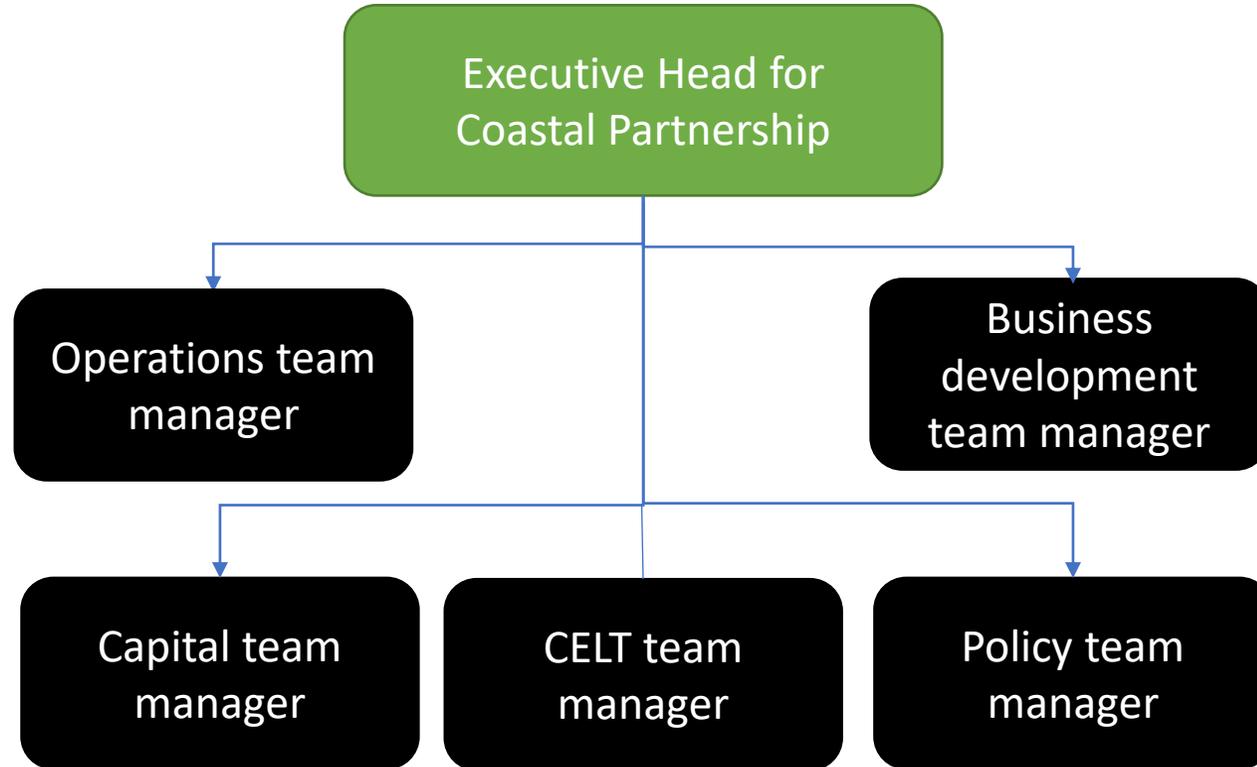
Executive Head of Commercial

Executive Head of Community & Environment



Senior management team

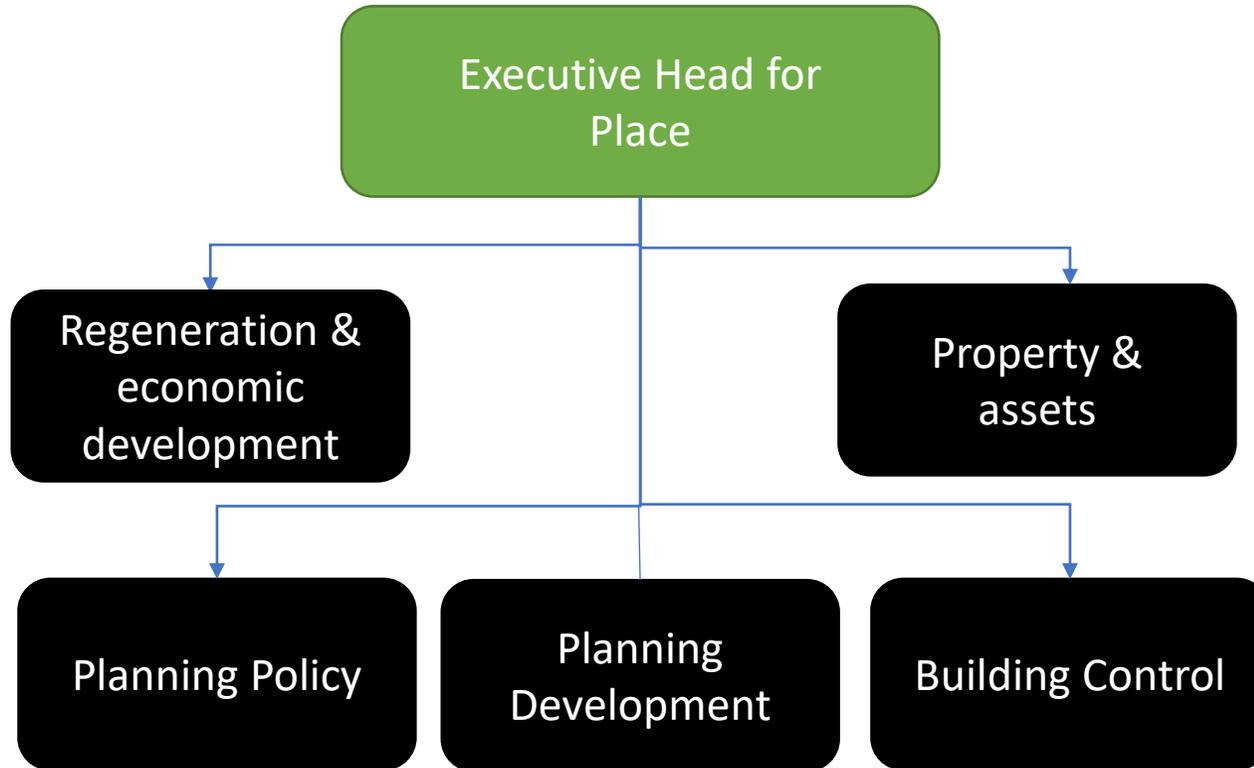




Safeguarding the best assets within Havant and providing an unparalleled service to others:

- Remains unchanged
- An example of partnership that brings financial and delivery excellence to the Council

Place

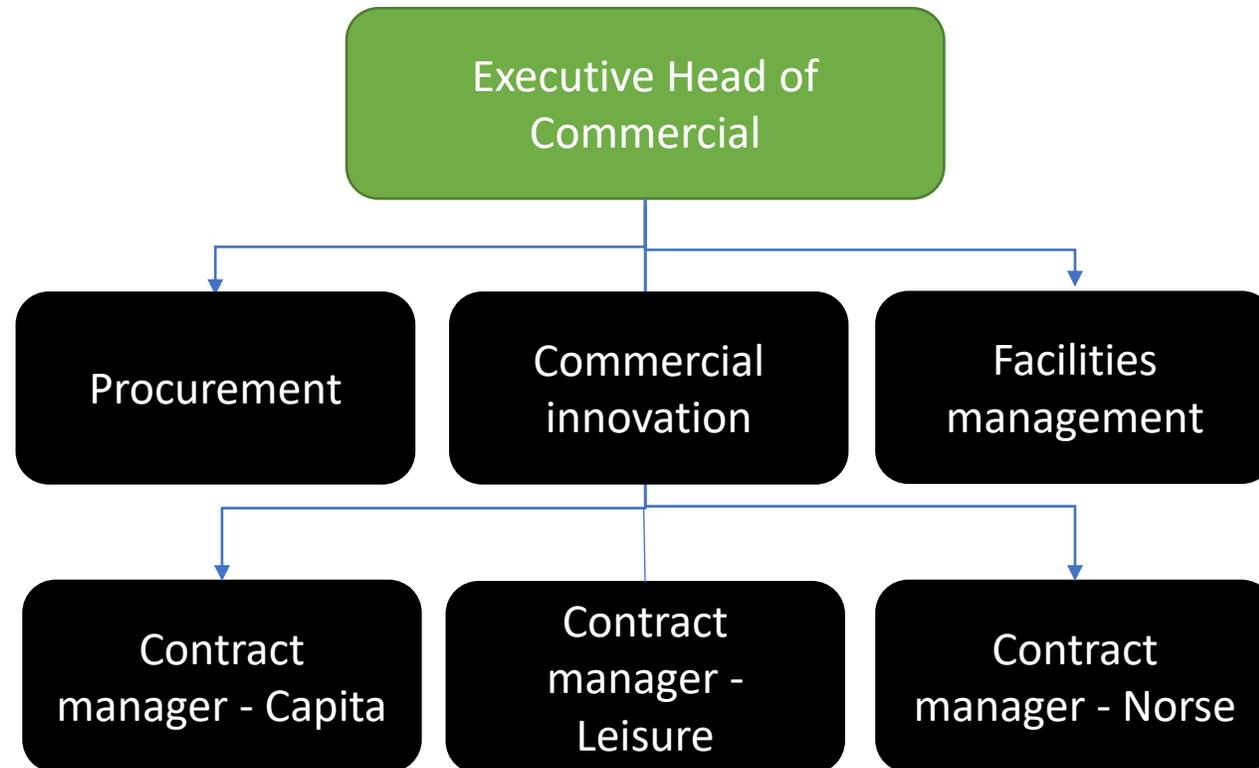


Building the Havant of the future:

- Regeneration
- Economic development
- Planning policy & CIL
- Development control
- Building Control
- Property / asset management (estates)
- Includes Freeport

Commercial

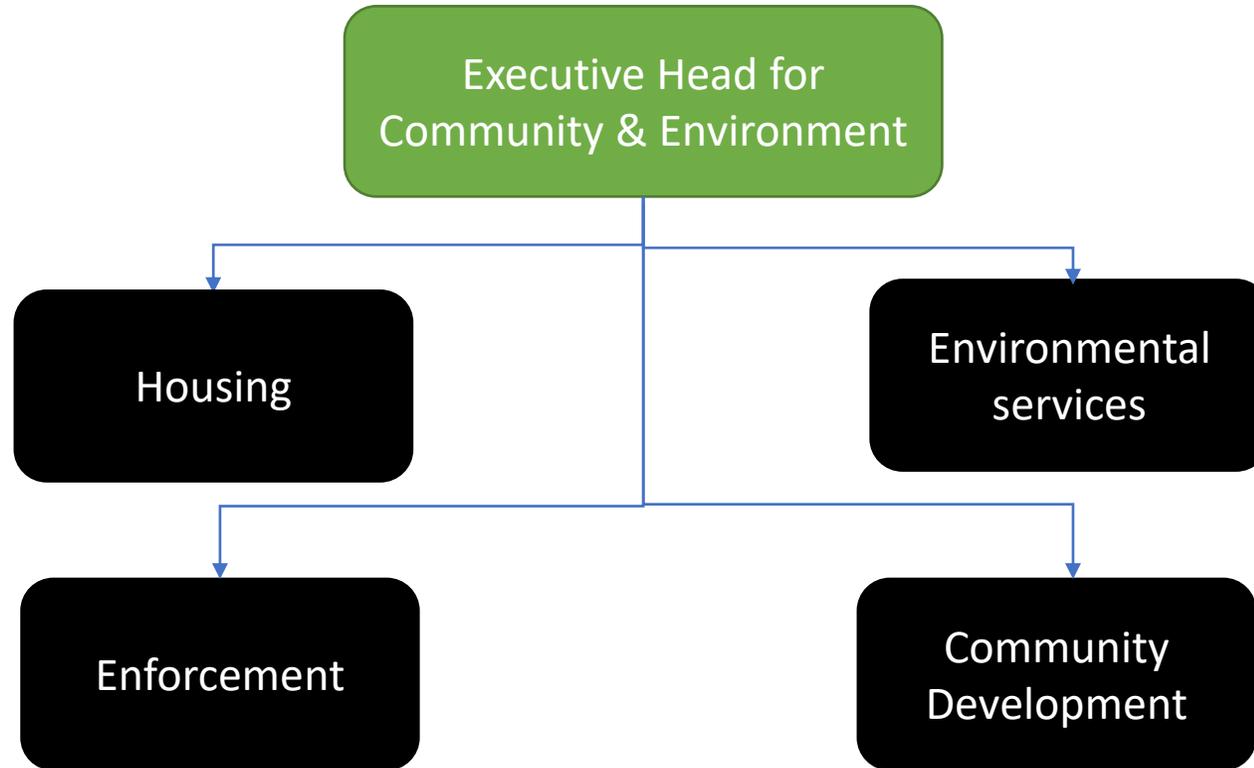
Page 13



Designing a commercial way and entrepreneurial way to work:

- Client functions for
 - Norse
 - Capita
- Property, asset management
- Commercial facilities management
- Company & commercial opportunities
- Managing business relations

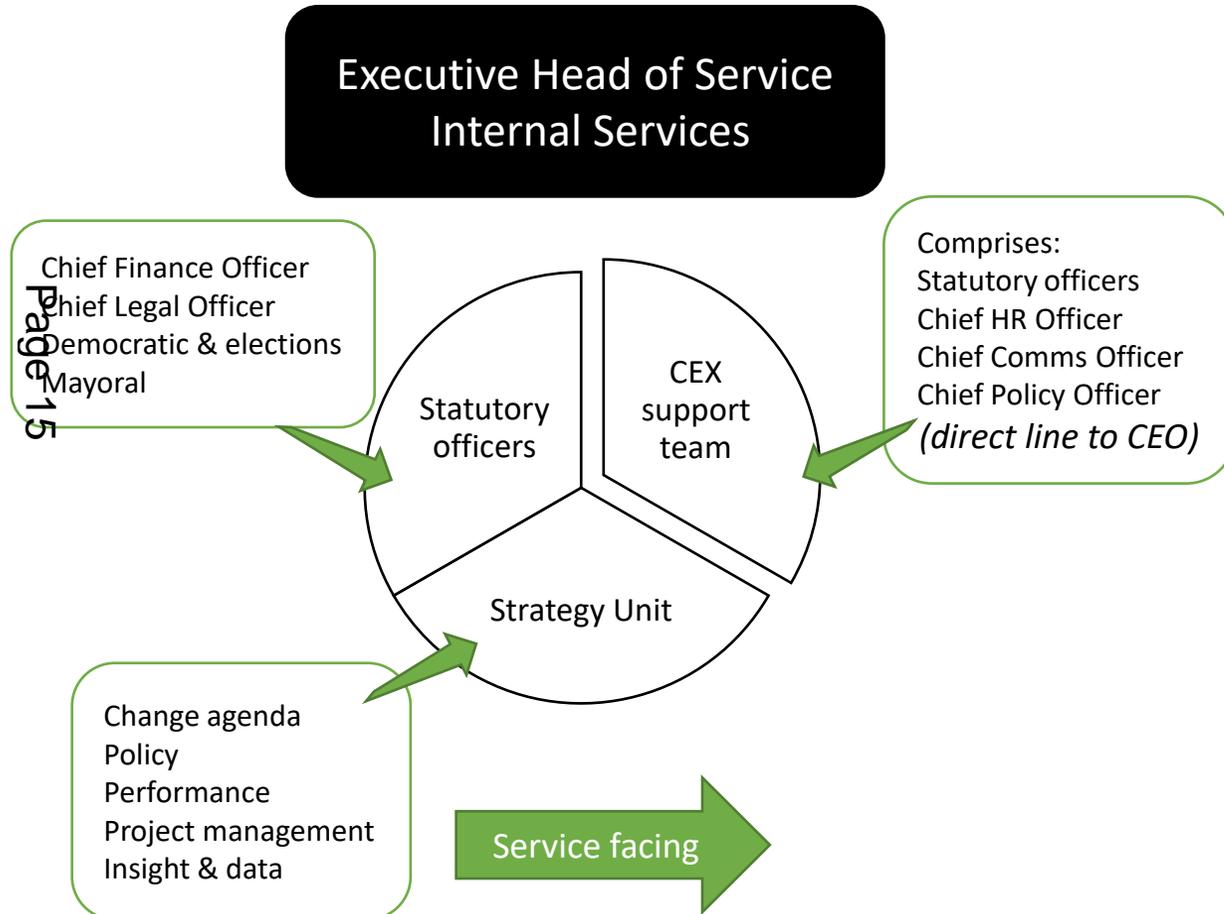
Community & environment



Providing the immediate solutions to today's Havant:

- Housing
- Environmental health & related services
- Multi-skilled enforcement team
- Multi partner community teams
- Emergency planning

Internal Services



Providing effective foundations to support the delivery of Havant Borough Council:

- Creating agile support services
- Provides direct support to CEO's statutory & political responsibilities

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Havant – Role profiles

Role information	
Job title: Executive Head: Place Role reporting into: Chief Executive	Role profile last updated: dd/mm/yyyy Updated by: Name
Role purpose	
As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to regeneration, economic development, property, assets, planning and building control are integrated within that overall strategy and delivered in accordance with the Council’s objectives.	
Main responsibilities	
<ol style="list-style-type: none"> 1. Contribute to the wider strategic plans of the Council ensuring integration with objectives of Place. 2. Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council’s objectives on Place, in particular:- <ol style="list-style-type: none"> a. Regeneration and Economic Development. b. Property and Assets c. Planning Policy and Development d. Building Controls 3. Deliver agreed services on Place ensuring vfm to both the Council and the council taxpayer. 4. Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team. 5. Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches. 6. Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including through the building of effective internal and external networks. 7. Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives. 	
Other key aspects of work	
Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.	
Key behaviours	
The main responsibilities of this post align with the key required behaviours of Havant. In particular, we believe in a keen focus on priorities and continuous improvement, doing better and faster. We are intuitive smart connectors, creating strong strategic partnerships to share what we do and to inspire others. We relish innovation, so we challenge to evolve fast and we are energised by personal, team and organisational success.	

Role information	
Job title: Executive Head: Coastal Partnership Role reporting into: Chief Executive	Role profile last updated: dd/mm/yyyy Updated by: Name
Role purpose	
As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to the Coastal Partnership are integrated within that overall strategy and delivered in accordance with the Council's objectives.	
Main responsibilities	
<ol style="list-style-type: none"> 1. Contribute to the wider strategic plans of the Council ensuring integration with objectives of the Coastal Partnership. 2. Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Place, in particular:- <ol style="list-style-type: none"> a. Operations b. CELT c. Capital d. Business Development e. Policy 3. Deliver agreed services of the Coastal Partnership vfm to both the Council and the council tax- payer. 4. Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team. 5. Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches. 6. Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including through the building of effective internal and external networks. 7. Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives. 	
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Role information	
Job title: Executive Head: Commercial Role reporting into: Chief Executive	Role profile last updated: dd/mm/yyyy Updated by: Name
Role purpose	
As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to the Commercial cluster are integrated within that overall strategy and then delivered in accordance with the Council's objectives .	
Main responsibilities	
<ol style="list-style-type: none"> 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Commercial. 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Commercial, in particular:- <ol style="list-style-type: none"> a. Contract Manager Capita b. Contract Manager Leisure c. Contract Manager Norse d. Commercial Innovation e. Procurement f. Facilities Management 3 Deliver agreed services of the Commercial team-to ensure vfm to both the Council and the council tax- payer. 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team. 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches. 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks. 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives. 	
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Role information	
Job title: Executive Head: Internal Services Role reporting into: Chief Executive	Role profile last updated: dd/mm/yyyy Updated by: Name
Role purpose	
As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that Internal Services are integrated within that overall strategy and delivered in accordance with the Council's objectives	
Main responsibilities	
<ol style="list-style-type: none"> 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Internal Services 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Internal Services, in particular:- <ol style="list-style-type: none"> a. Governance Unit b. CEX Support Unit c. Strategy Unit 3 Deliver agreed services of the Internal Services to ensure vfm to both the Council and the council tax- payer. 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team. 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches. 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks. 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives. 	
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Role information	
Job title: Executive Head: Community and Environment Role reporting into: Chief Executive	Role profile last updated: dd/mm/yyyy Updated by: Name
Role purpose	
As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that the cluster of Community and Environment services are integrated within that overall strategy and delivered in accordance with the Council's objectives	
Main responsibilities	
<ol style="list-style-type: none"> 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Internal Services 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Community and Environment, in particular:- <ol style="list-style-type: none"> a. Housing Support b. Housing Options c. Enforcement d. Community Development e. Environment 3 Deliver agreed services of the Community and Environment cluster to ensure vfm to both the Council and the council tax- payer. 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team. 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches. 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks. 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives. 	
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