

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO. CEX296

DATE: 5th September 2005

TITLE:	Review of Senior Management Structure
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Yes
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	All
CORPORATE PRIORITY:	Change Management Action Plan
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	N/A

1. Introduction to Revised Report

- 1.1 On the 6th of June the Cabinet considered and approved a report proposing a revision of the senior management structure. The report was aimed at ensuring that the Council was able to attract and retain the leadership and managerial skills required to fulfil the aspirations of the community of South Kesteven.
- 1.2 On the 23rd of June the Council considered a report from the Cabinet (CAB2) requesting the provision of the resources necessary to implement this re-structuring. The Council resolved to defer this report to enable the financial implications to be re-considered and taken into account in the preparation of a revised medium-term financial strategy for the District. This document will be coming before Council on the 8th September.
- 1.3 In the meantime there have been some minor alterations to the report as a result of on-going consultation with the Corporate Management Team and other consultees. For the benefit of members these are the principal changes:
 - 1) Personal details have been omitted enabling the report to be considered in public.
 - 2) The timetable has been revised as a consequence of the deferment.
 - 3) The indicative allocation of responsibilities between the six operational managers has been revised. However the final apportionment will still be determined in consultation with the Strategic Directors when they are appointed.
 - 4) Following consultation and advice from the Corporate Director for Finance and Strategic Resources the allocation of Section 151 responsibilities within the new structure has been resolved.

Original Introduction

- 1.4 This report considers whether the corporate management structure is fit for purpose. It does this by reviewing the purpose and performance of the current structure and evaluates the strategic impact on the Council of recent, and likely future, events. It then appraises the merits of an alternative structure that could improve our strategic and operational capacities thus equipping the Council to achieve a faster rate of improvement.
- 1.5 To ensure that all significant issues are addressed, and to aid comprehension, the report has adopted a question and answer format.
- 1.6 The Corporate Director for Finance and the Corporate Manager for HR are affected by, and therefore have an interest in, one aspect of the report. Their comments do not relate to this aspect and they will leave meeting if this aspect is discussed. Similarly I will also declare an interest and leave

the meeting if any aspect of the discussion on this report bears upon my own employment with the authority.

2. What is the current structure and what factors led to its formation?

- 2.1 The current senior management structure of the Council consists of a Chief Executive and a Corporate Management Team comprising 4 Corporate Directors and 2 Corporate Managers.
- 2.2 It was created nearly two years ago in recognition of the need to boost the strategic and corporate capacity of the Council and thereby improve the co-ordination, efficiency and effectiveness.
- 2.3 The structure below the Corporate Management team has not been comprehensively reviewed in the last decade. There are some twenty-four direct reports to CMT members. However these officers differ markedly in their responsibilities and salaries and the concept of "Service Head" has never been clearly established. A simplified, edited, version of the current structure is attached as Appendix C, however as a consequences of various secondments and re-allocation of work within the CMT this chart does not reflect current responsibilities.
- 2.4 As a consequence of this undifferentiated approach our drive to improve the leadership and management has embraced a wider section of the authority with some 65 staff referred to as senior managers, although this group contains a number of front-line supervisors.

3. How is the structure aligned to the Council's vision, ambitions and priorities?

- 3.1 The Council's political structure at both the Executive (Cabinet) and non-executive (DSP) level has been comprehensively reviewed and revised in the light of the Council's vision, ambitions and priorities. As the management structure preceded the establishment of priorities this report is the first time that the structure has been reviewed in the light of these developments.
- 3.2 Incremental adjustments to the senior management structure have been achieved by secondments and limited re-organisations at the service level. These have created the capacity necessary to deliver the following service improvements:
 - 1. The separation of planning policy from development control in order to both align planning policy with economic development, and provide managerial focus to improving development control performance in accordance with the Council's priorities.
 - 2. The re-allocation of all other duties of the Corporate Director (Operations) in order to enable him to design and lead the seven workstreams implementing the customer services access and modernisation project in recognition of the Council's priority for access.

3. The transfer of some environment responsibilities from the Head of Housing to Environmental Health and the rationalisation of litter enforcement powers from Environmental Health to Cleansing in order to improve both the managerial capacity within housing, and the resources with cleansing, in accordance with the Council priorities for these services.
 4. The creation of a dedicated housing landlord unit called the tenancy services team.
- 3.3 These reactive changes have proved to be an effective and flexible way of responding to immediate issues. However incremental improvements are not a substitute for a comprehensive review. In particular such partial remedies are not effective at addressing underlying issues, which may prevent the structure from being fit for purpose. Reactive changes also fails to realise the potential contribution that the structure can make to changing organisational culture resulting in the Council being shaped by its culture rather than the Council shaping its culture to meet its ambitions.

4. What are the underlying issues?

- 4.1 The issues which need to be addressed if the Council is to progress in a manner which it can be confident is providing its residents with either a “good” or “excellent” standard of service have been identified in the CPA and CPA re-fresh reports. They are:
1. The need to improve the competence and capacity of senior managers.
 2. The need to establish and embed a culture dedicated to establishing and maintaining the highest standards of customer service.
 3. The need to maintain a balanced approach with equal attention and investment in both the management, or “transactions”, of the Council and the development and change, or “transformation”, of it.
 4. The need to provide clarity of organisational structure and accountability throughout the officer team.

5. How does the structure compare with those of similar sized Councils?

- 5.1 The Corporate Management team is large; indeed I am not aware of any similar sized Council that has a team of this size. This should not be considered to be a negative attribute. Indeed auditors and assessors have consistently identified as a strength the awareness, communications and degree of team working within the CMT.
- 5.2 Similarly, most other authorities have sought to clarify accountability by streamlining and establishing a clear and consistent approach to operational management by having considerably fewer service heads than currently exist at South Kesteven. Numbers vary, dependent upon patterns of externalisation.

6. How do the salaries and structures compare with other Councils both in Lincolnshire and in other Councils?

- 6.1 This information is given in Appendix A. As can be seen one of the cost drivers we face in any senior management re-organisation is that our starting point is that our salaries at section head and director level are considerably below those of all other Lincolnshire authorities. Most of these Councils have already adopted similar management arrangements to those being proposed in this report.

7. Does the current structure strike the right balance between strategic and operational management?

- 7.1 The undifferentiated and undeveloped nature of the senior management has meant that the agenda and work of CMT has a high component of operational matters.
- 7.2 Whilst the results of this approach have been effective where they have been applied, they do not amount to a systematic and robust improvement agenda which can deliver improvements at the speed necessary to effect improvement as measured by CPA ratings. This analysis has recently been confirmed by the authority's CPA re-fresh and is further reinforced by the recognition of the increased expectations embodied in the revised CPA 2005 guidance.
- 7.3 The need to devote most of their time to operational matters has made it difficult for the Corporate Management Team to devote sufficient resources to strategic activities such as monitoring of the environment and understanding and responding to new initiatives. The development of the authority as such a forward-thinking organisation is an essential pre-requisite of the transition to good and is equally important in demonstrating clear and decisive leadership to the local community.

8. What changes is the Council facing and what are their implications for the corporate structure?

- 8.1 Looking ahead it is evident that the Council is entering into one of the most challenging periods in its history. The significant components that will be realised in the next 18 months are:
1. Either the complete transfer of the housing landlord service to a registered social landlord, or if the stock is retained, the creation of a dedicated housing management organisation in order to secure the required separation of landlord from strategic housing responsibilities.
 2. The introduction of a Customer Service Centre, which will revolutionise how the Council's services engage with the public, and the processes by which they are delivered and managed.
 3. The possibility that other significant services of the Council such as leisure, culture and care services may transfer from direct provision to operation through a trust model.

4. The need to develop far more effective and robust partnerships with other public and private agencies through the LSP, if the Council is secure the advantages and funding for the local community that is intended to flow from Local Area Agreements.
5. The need to create a Council whose agenda and organisation is more responsive and attuned to understand and meet the needs of its communities by using a mixed market approach and is less dominated by issues arising from the direct provision of services.

9. Summary of the current situation

- 9.1 In summary the Council's management structure has not been reviewed in the light of its vision and priorities. Although successful in delivering improvement on an incremental basis the speed of improvement and the amount of action needed means that the organisational structure could itself become the barrier to the authority in meeting the expectations of our customers and in moving from "fair" to "good".
- 9.2 In a nutshell the undifferentiated operational management structure coupled with a large CMT does not provide a structure that is fit for current, or future, purpose. The structure has demonstrated a level of competence at incrementally addressing and improving operational management in areas of weakness but inspections of areas that have not benefited from this focussed approach have demonstrated that a more systematic and rational approach is needed to create a structure that balances and resources both our operational and strategic responsibilities.
- 9.3 In order for the Council to lead its community successfully through a time of unprecedented change this balance can best be achieved by a clearer separation of responsibilities within the officer team for the strategic, or transformation of the Council, from the operational, or transactions, of it. This will then enable both of these aspects to be properly developed to the benefit of the local community. It will also provide the strategic capacity that will be needed to establish fruitful and effective partnerships with other local agencies, which is a key ingredient in the securing of additional resources for our communities in the future.

10. Timetable for the re-structuring

- 10.1 If we assume a start date of the 1st April 2006 we will have time to minimise the costs that could arise from the re-structuring and be better able to respond in a positive and supportive way to the difficult personnel issues that a re-structuring will give rise to. This is important if we are to minimise the impact on staff morale.
- 10.2 Operating on this timescale also enables the re-structuring to proceed in a series of steps allowing the Strategic Directors who will be appointed in the first step to influence the packaging and lead the appointment of the General Managers.

The four steps would therefore be:

1. Determination of the number, remuneration and duties of the Strategic Directors with appointment being concluded by December 2005.
2. Determination of the remuneration and duties of the General Managers with appointments being concluded by March 2006.
3. Implementation of the new structure with effect from the 1st April 2006.
4. Review of the capacity and resources within each section by the newly appointed General Managers.

Proposals for step 1

- 10.3 The Strategic management structure is set out in Appendix B, with job descriptions and person specifications. As can be seen, it is proposed that there be three Strategic Directors.
- 10.4 Reporting to these Strategic Directors would be a rationalisation of the twenty-four direct reports into six Heads of Service termed "General Managers". (Excluding housing) The packaging of services into these sections would be addressed in the second stage of this exercise in consultation with the Strategic Directors when appointed. However to give a flavour of the posts proposed a draft of the possible division of services at this level is also included in Appendix B. Following consultation with the Corporate Director of Finance it is proposed that the General Manager for Resources is appointed by the Council as the Section 151 Officer.

11.0 Remuneration

- 11.1 As members will be aware the Council has now formally job evaluated all posts (except craft posts). However none of the posts of the current Corporate Management Team were included in this evaluation.
- 11.2 Attached, as Appendix A is some current data from other authorities in Lincolnshire, which gives details of their structures and remuneration for Chief Executive, Strategic Directors and General Managers. It is noteworthy that whilst it has the highest wages in Lincolnshire, South Kesteven is paying the lowest average salaries at both Director and Service Head level. If account is then taken of the disparity in size between Lincolnshire Councils (the largest of which has over twice the population of the smallest), the same is also found to apply at the Chief Executive level.
- 11.3 If the Council wishes to acquire and retain senior managers of sufficient calibre to be able to deliver its improvement agenda then these disparities will have to be addressed. By rationalising the number of General Managers it will be possible to minimise the cost implications.

12. Minimising risks of redundancy.

- 12.1 As explained earlier the CMT currently comprises two Corporate Managers on a salary of £50,805 and four Corporate Directors on a salary of £61,029.

- 12.2 In introducing the new structure the Council would wish to avoid redundancy where possible. The first consideration therefore is to identify the posts that are affected. Personnel advice is that this is likely to include the 4 Corporate Directors and the 2 Corporate Managers.
- 12.3 It is not known how many of these post-holders would be interested in, or successful in their applications for, the posts of Strategic Directors. However as there are three such post it is inevitable that at least one of the current Corporate Directors would be unsuccessful. In order to minimise the risks of redundancy and to smooth the transition to the new structure it is proposed that any Corporate Director or Corporate Manager who was unsuccessful it being appointed as a Strategic Director be assimilated into the post of a General Manager on their current salary.
- 12.4 There are likely to be a number of senior management posts, which will be affected by the creation of General Managers. It is not possible to determine the precise number of posts affected until a decision on packaging of services has been made. However it is estimated that the number of posts that could be adversely affected would not be large and some of these will be affected by the review being undertaken of housing landlord and strategic roles.

13. New Management Arrangements

- 13.1 Under the new structure it is intended to establish the following management structure:
- 13.2 A Strategic Management Team, comprising the Chief Executive and three Strategic Directors with a remit to oversee the strategic development and transformation of the Council. This team will meet with the Cabinet on a frequent basis.
- 13.3 An Operational Management team comprising six General Managers to manage the implementation of this strategy.
- 13.4 A Management board comprising member of the Strategic and Operational Management teams.

14. Alternatives

- 14.1 If the Council's Corporate Management arrangements are not amended to attune with the authority's vision and priorities, then these arrangements may well themselves become a barrier rather than a driving force forward. This issue will be thrown into very sharp focus if the Council decides to either transfer the housing stock or elect to manage it through an arms-length arrangement. By considering these issues relatively early, the Cabinet is able to reflect upon the best option for the Council and thereby minimise the problems associated with change. Proposals for re-structuring that do not facilitate adequate time for preparation and planning can be very costly in terms of finance, outcome and their impact on staff morale.
- 14.2 Continuing with the current structure poses major problems in recruitment and retention and as a consequence of this the Council will face very

significant increases in costs if it has to rely upon agency staff to cover key managerial posts.

15. Costings

15.1 In order to establish some date for costings it is proposed that:

The grade for the Posts of Strategic Directors be set at up to £75,000
The grades for the six posts of General Managers are established by job evaluation within the range of £50,805 to £61,000, with those posts not filled by assimilation being

15.2 On this basis the salaries for these posts would be in the region of £560,000.

15.3 By comparison the current salary costs for the six members of the Corporate Management Team is £346,000.

15.4 However the creation of six new General Managers will have implications for the number or level of responsibilities of the team-leaders who they will manage. It is impossible at this stage to undertake a precise calculation of these implications since it depends upon the decisions being made in the future regarding structures and appointments within service sections. However it is envisaged that there will normally be three team leaders under each General Manager. Given the increased capacity being provided by General Managers it is reasonable to set a target of £100,000 for offsetting efficiencies to be realised as a result of subsequent re-structuring at this level.

15.4 This calculation takes no account of one-off costs such as redundancy and early release of pensions that will arise in the introduction of the new structure if suitably alternative employment cannot be offered to persons adversely affected by these proposals.

15.5 The costings also assume that the housing functions will either be transferred (in which case the costs for employees will fall to the new landlord) or if retained, be managed through a dedicated tenancy service section. In this case the employment costs of the additional post of Director of Tenancy Services and all managers reporting there-to will be funded entirely from the Housing Revenue Account (HRA).

16. Comments of Corporate Director (Finance and Resources)

FINANCIAL ISSUES TO CONSIDER ON REORGANISATION

16.1 On any major restructuring it is important to get a broad view of where the likely costs will arise and an indication of the benefits that will accrue from the changes. The costs are likely to fall into either direct costs or indirect costs.

16.2 Direct Costs- The main costs will be firstly any salary increases / decreases of the changes at officer level. This will need to be assessed at the various levels of the proposed reorganisation in order that the total cost could be established. In comparing the structure cost with other Councils, it is important to compare like with like –Are the same tier carrying out the same

level of strategic/operational activity? Are there any other particular retention or recruitment issues impacting on salaries? The second main element of cost that can arise is that associated with either redundancy or impact on pension fund. Although these are one-off costs and clearly dependent on individual circumstances it is quite possible/probable that in such a proposed change costs of this nature will accrue. Redundancy costs follow a set formula. If there is an early release of Pension then the County provide a figure to the employer for the loss of assumed employer contributions relating to that individual.

16.3 Indirect costs (the third area of costs) are not measurable in that they relate to the uncertainty that such changes have on all staff, but in particular managers. Productivity can fall and some may become de-motivated. If key staff leave then there can be a loss of knowledge to the authority in key services. These things need careful managing in any reorganisation and providing the reasons for the change are understood, owned and evidenced they can be overcome.

16.4 Having reviewed the costings at section 15, I would make the following comments:

(i) On the assumption that any Corporate Director who is not successful in being appointed as a Strategic Director is assimilated to the General Manager posts, I agree that the estimated total cost of the structure (without on-cost) is £560,000 per annum (excluding Chief Executive).

(ii) Paragraph 15.4 explains that there is a target efficiency saving of £100,000. This saving would only accrue through smarter management. I believe that a significant risk that elements of additional work would still be required at lower levels and assume that the most likely scenario is for the savings from management efficiencies to be re-directed into service improvements.

(iii) Given the above assumptions, I estimate these new arrangements will require an additional £200,000 per annum, rising to £300,000 if the efficiency savings are not achieved. I have made no assumptions regarding the Chief Executive's salary. These figures do include direct on-costs

(iv) Paragraph 15.5 mentions the Housing restructure and the impact of stock option appraisal. I estimate there could be an additional £100,000 of costs falling upon the General Fund if the Council disposed of the stock however there would be compensatory interest receipts. This could be a key issue when considering the future capacity and strategic direction of the authority under the various housing options being explored.

16.5 In terms of one-off costs, working with the Corporate Manager Human Resources, we estimate the worst-case scenario to be £250,000 and the most likely scenario to be £150,000. This would include external assessment and, if necessary, recruitment costs. A provision of £150,000 for this purpose should be provided.

16.6 Clearly these issues impact upon future financial years and as such are outside the current budget framework. The cost/benefit analysis would

need Council approval to be accommodated within future budgets and levels of council tax.

- 16.7 In summary, the estimate of impact of the changes upon the General Fund is:

Best Case : £200,000 per annum
Worst Case : £300,000 per annum

One-off costs estimated at £150,000.

Note

I have prepared this note to give an indication of some of the areas that will need to be financially assessed as part of the proposal. Although my current post is assessed at risk I will continue to provide information, guidance to members on the proposals. I am keeping a record of the advice, in case it needs to be subjected to audit by the District auditor at a later date.

17. Comments of the Corporate Manager (HR & OD)

- 17.1 I should preface my remarks with a declaration of interest. Undertaking structural reviews to increase capacity rather than reduce costs should carry fewer risks associated with challenge from displaced employees and reduced morale. These proposals are intended to increase capacity through the establishment of an additional tier of strategic management and the better differentiation of third and fourth tier managers.
- 17.2 My comments fall into two areas – firstly the HR perspective of risk associated with the appointment of three strategic directors and the closing of four posts of corporate director. Secondly the organisational development perspective of achieving more rapid and transformational change – are these proposals likely to achieve such change and also address the issues outlined in paragraph 4 of this report?
- 17.3 What are the risks associated with closing down the four corporate director posts and creating three new strategic directors at a significantly higher salary? The Council will wish to reach a balance between ensuring it appoints the best people it can realistically attract at £75,000 p.a, minimise redundancies, (which are costly and wasteful of existing talent) and treat existing employees decently. (The 'cost' of not doing so is impossible to measure in monetary terms but is nonetheless keenly felt by organisations that do not do so.)
- 17.4 The proposal establishes six third tier operational management posts at a similar salary range to that of current Corporate Director/Manager posts. In the event that none of the existing Corporate Directors/Managers are successful in being appointed to one of the strategic director posts they may still have the opportunity to be appointed to one of the operational third tier posts. The issues are then whether or not any of them have a right to be assimilated to one of the new posts of Strategic Director and whether or not the third tier posts proposed by this report represents suitable alternative employment.

- 17.5 It is clear to me that nobody has the automatic right to assimilation to the newly created posts of Strategic Director.
- 17.6 I now turn to the question of suitable alternative employment. The position is that there must first be a redundancy before the issues of suitable alternative employment is a consideration. A redundancy occurs only when there is a reduction in the need to carry out work of a particular kind. The question arises - has there been a diminution of work of a particular kind? If one looks at the definitions proposed for third tier posts, and takes account of the fact that quite clearly incorporated into the contracts of employment of Corporate Directors is the right to move responsible functions from one to another, it is difficult to establish that a redundancy actually occurs. The posts briefly described in this report as 'General Manager' represent a near approximation to the existing posts of Corporate Director/Manager. It seems logical to suppose therefore that they not only represent suitable alternative employment but also posts to which the postholders have a right to assimilate. It follows that should an existing Corporate Director/Manager refuse an offer of employment to one of these posts (at their existing salary) the Council would not pay redundancy even though their existing post has disappeared.
- 17.7 Turning to the issues of organisational development that arise from this report. The proposals seek to build capacity at a strategic level (to speed up a necessary process of transformation), provide clarity of structure and thirdly help the process of establishing a culture of excellence. There are proposals in this report that seem to offer solutions to the first two of these objectives. However I think it is right to emphasise that a reorganisation will not, in itself, bring about cultural change— but it can facilitate change.
- 17.8 Such change may arise from the skilful application of the Strategic Director's roles in terms of giving a very clear sense of direction and promoting in subordinates less aversion to risk through being almost endlessly supportive. Without these features very much in place it is unlikely people will take on new challenges and thus the pace of change would be constrained. We clearly require these two qualities in people appointed to those posts.

18. Chief Executives Appraisal Panel

- 18.1 In accordance with previous practice it is proposed that member consultation on the appointment of the Strategic Directors is undertaken by the involvement of the members of the Chief Executives Appraisal Panel.
- 18.2 It is recommended that the remit for this panel be extended to include the authority to implement and make assessments against, a performance-related pay scheme for the Chief Executive.

19. Recommendations

That the Cabinet recommended that the Council authorise the following adjustments to the budget and policy framework:

- i) £300,000 towards the salary costs relating to the implementation of the review effective from 1 April 2006.

- ii) £150,000 to be a provisional estimate for the period 2006/07 to 2006/7 to cover the costs of the external recruitment, any redundancy payments and additional salaries payable if appointments are taken up before the 1st April 2006.

Duncan Kerr
Chief Executive
August 2005

APPENDIX A

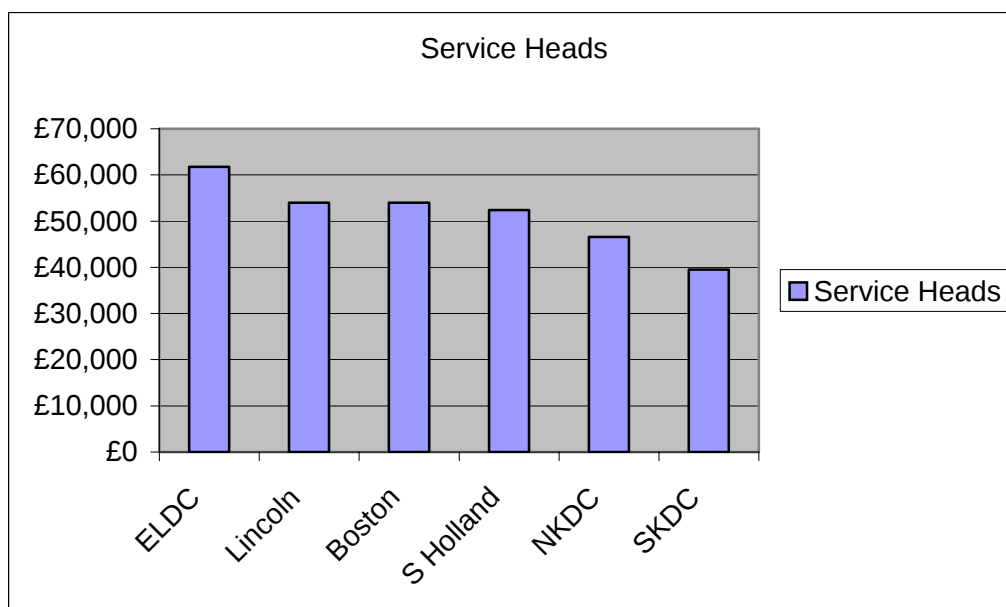
Apr-05

AUTHORITY	POP	C EXEC SALARY	COST PER RESIDENT	CORP DIR/MANAGER SALARY	NO	SECTION HEAD SALARY	NO
						£35,970	3
				£61,029	4	£39,921	10
South Kesteven	125,000	£91,539	£0.73	£50,805	2	£46,065	1
Boston	55,739	£85,000	£1.52	£78,000	2	£54,000	4
N Kesteven	99,008	£89,895	£0.91	£72,741	1	£46,545	8
				£77,730	1	£52,890	1
W Lindsey	79512	£95,000	£1.19	£62,000	4	NK	20
E Lindsey	130,500	£104,000	£0.80	£75,153	2	£61,770	6
Lincoln	82,824	£100,178	£1.21	£77,500	3	£54,000	12
S Holland	72,256	£86,778	£1.20	£70,704	2	£52,374	8

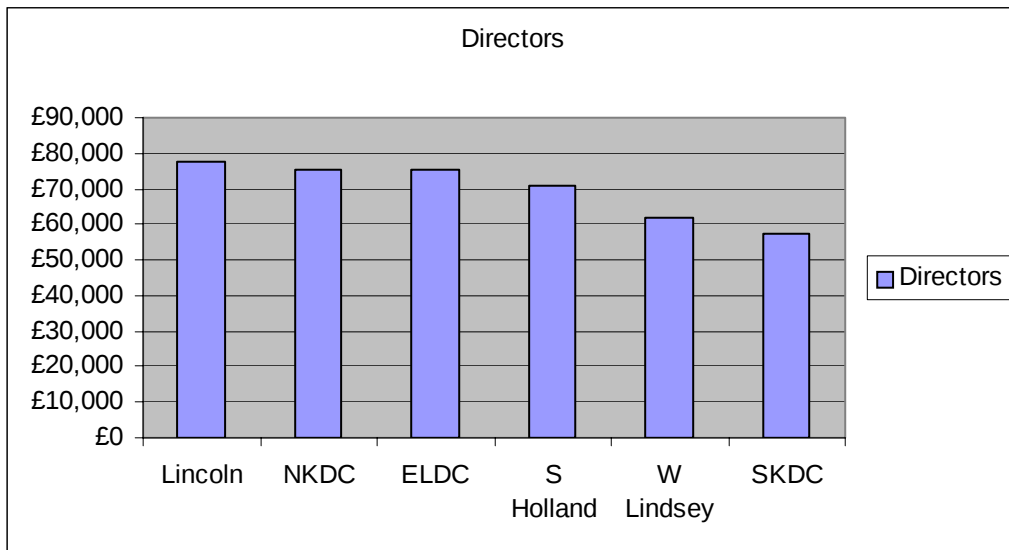
Salaries are shown at present levels – most have increments for instance Lincoln bands are as follow: CEx (92,838 to £103,134); Directors (£69,472 to £79,785) and Service Heads (£51,486 to £56,774)

The charts below present some of this data in table form:

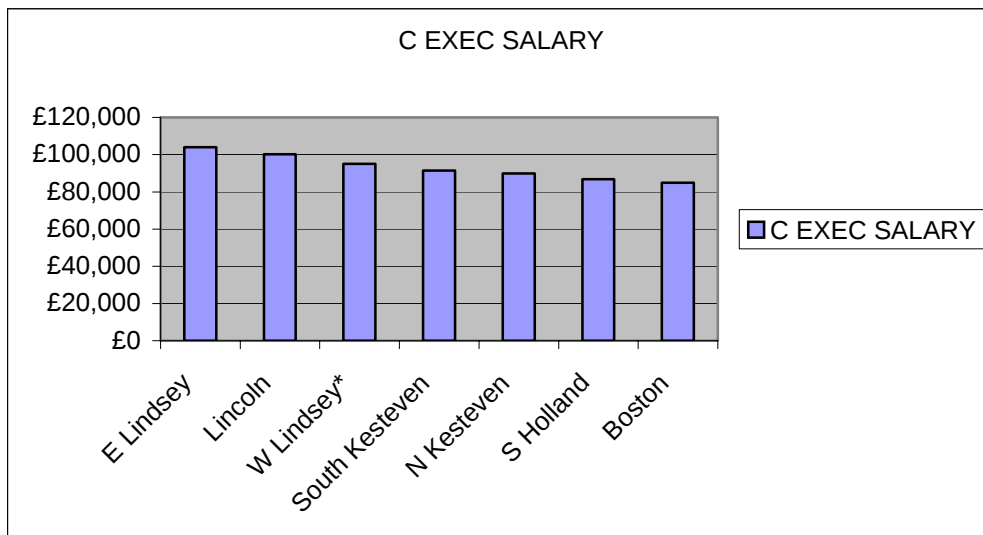
Average salaries at Service Head level



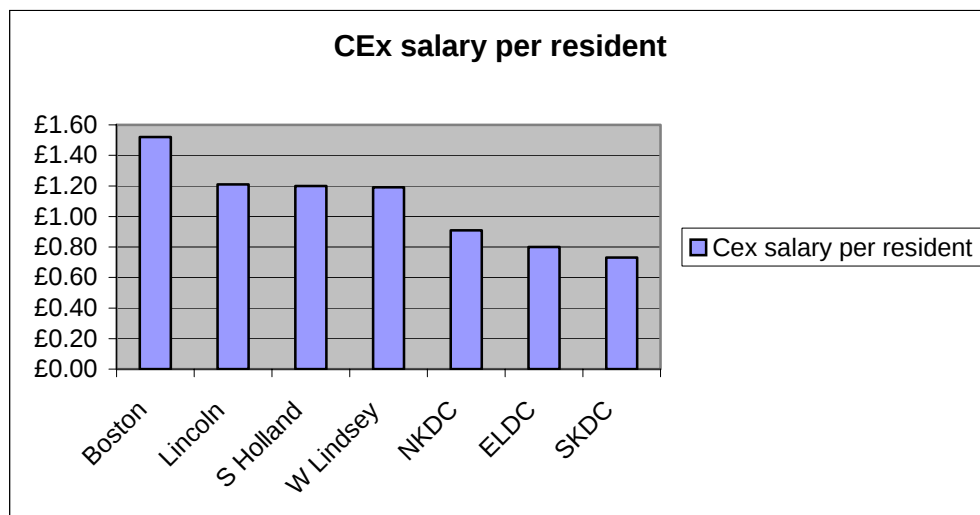
Average salary at Director level



Cex Salary



Cex Salary per head of population



CORPORATE MANAGEMENT SALARIES IN COMPARABLE HIGH-PERFORMING DISTRICT COUNCILS

May-05

AUTHORITY	POP	C EXEC SALARY	CORP DIR/MANAGER SALARY	NO	NEXT TIER SALARY
South Kesteven	125,000	£91,539	£61,029 £50,805	4 (2)	£35,970 £39,921 £46,065
High Peak cpa (E)	89,433	£109,024	£60k-£73k	2	£55,752 £49,395 £43,851
St Edmsbury cpa (E)	98,000	£104,784	£74,046	3	£62,742 £55,395
Shrewsbury cpa (E)	95,896	N/k t.b.f	£69,057	2	£62,742 - £55,395
Breckland cpa (G)	121,600	£102,945	£49k-£61k	4	£47,091
Hunting/shire cpa (E)	159,100	£87,000 -£13,100	£53k-£79k	3	£40k-£60k

Key to cpa categories:

E = Excellent

G = Good

APPENDIX B

Structure at Strategic Director Level

SD (Resources)

Contribution to Developing and Delivering the Council's Vision.

To earn pride in the Council by securing exemplary standards in the ways it develops and utilises public assets.

Noticing Role

Noticing threats and opportunities arising from resources (e.g. technology, land people and finance)

Thematic Responsibilities

Corporate Governance
Efficiency and procurement
Fostering the dynamics that enable members to act as Community Leaders
Cultural development of the organisation
Value for money

Relationship with Portfolio-holders and DSPs

Portfolios for Resources and Organisational Development

DSP for Resources

SD (Services)

Contribution to Developing and Delivering the Council's Vision

To develop pride within communities by nurturing and enabling residents' participation in democratic structures and ensuring that in its delivery of services the Council is an exemplar.

Noticing Role

Noticing threats and opportunities arising from developments in customer needs and expectations

Thematic Responsibilities

Shaping services around the needs of customers
Community Planning and neighbourhood development
Customer empowerment and choice
Community sustainability, diversity and cohesion.
Consultation

Relationship with Portfolio-holders and DSPs

Portfolios for Community Safety, Economic Development and Healthy Environment

DSPs for Community, Development and Healthy Environment

SD (Performance and Partnerships)

Contribution to Developing and Delivering the Council's Vision

To secure pride in all public agencies operating in South Kesteven by securing and demonstrating a co-ordinated and integrated customer-focussed approach.

Noticing Role

Noticing threats and opportunities arising from both national policies and the priorities of other agencies.

Thematic Responsibilities

Development of strong and customer-focussed partnerships with other agencies based on common understanding of relative needs, united vision and shared objectives and actions plans.

Informing and involving residents

Establishment of Local Area Agreements.

Performance Management

Communications

Relationship with Portfolio-holders and DSPs

Portfolios for Access and Engagement and Strategic Partnerships

DSPs for Engagement

SOUTH KESTEVEN DISTRICT COUNCIL

JOB DESCRIPTION (GENERIC)

STRATEGIC DIRECTOR

REPORTING TO: Chief Executive

PURPOSE : The Strategic Management of the Council

SALARY : Three point scale £70,000, £72,500 and £75,000.

Corporate Management

1. Actively promoting the corporate delivery and making a reality of the council's vision, values, ambition and priorities, providing a clear sense of direction, optimism and purpose.
2. Articulating and engendering support and understanding for joined up public service delivery in South Kesteven by active engagement in the Local Strategic Partnership and ensuring full integration between the Council and other agencies through the realisation of the Community Strategy.
3. Actively contributing to the strategic direction of the Council as a whole and its corporate management, creating the capacity for strategic change, developing effective corporate working and external links.
4. Actively contributing to the corporate management of the Council as a member of the Strategic Management Team and providing a major contribution towards the strategic development and operation of the Council in the provision of efficient and effective services.
5. Ensuring the strategic policy objectives of the Council are achieved economically and effectively through the provision of corporate leadership, direction and effective performance management of specific service areas.
6. Promoting a clear focus within the organisation on:
 - quality, generating a real performance culture and customer focus;
 - flexible cross-Council working and an outward, community focus;
 - building a valued, confident and innovative workforce and organisation
 - optimising the benefits of integrated decision making and empowerment
7. Developing and promoting internal and external partnerships:
 - that reflect the Council's vision of pride in the authority and the community
 - that demonstrate commitment to work in partnership with the community and improve the quality of the life for all its citizens
 - that improve service delivery and jointly tackle local problems

- that reflect flexible, integrated, cross-Council working and an outward focus
 - that maximise the use of external sources of funding
8. Assisting members by creating the conditions within which they can demonstrate effective and informed local leadership within their community.

Principal Accountabilities

1. Actively contributing to the formulation and achievement of the Council's Aims and Objectives, with the Chief Executive and other Strategic Directors as the Senior Officer Executive body of the Council.
2. Building strong and positive relationships with the Leader, Cabinet and all other Elected Members, providing the support assistance and professional advice necessary to them in the performance of their functions, in the provision of services to the Community.
3. Contributing to the development of effective corporate planning and management processes, including the identification of corporate priorities and strategies and gaining support for these both internally and externally.
4. Ensuring the Authority's operations are kept under review, to provide continuous improvement including the way that customer requirements are assessed; the way that services are designed and procured; the measures used to assess service quality community impact. and the steps taken to secure full consultation with customers, partners and stakeholders.

Strategic Leadership

5. Providing strategic direction leadership and accountability for the work, impact and overall performance and corporate strength of the portfolio of Council's activities allocated from time to time.
6. Promoting continuous improvement through effective evaluation and improvement of performance and promotion of a robust and systematic approach to managing projects or services and demonstrating value for money.
7. Providing effective leadership to a group of General Managers securing service objectives closely aligned to the Council's strategic objectives, and ensuring that Services operate in a co-ordinated manner to achieve these objectives.
8. Providing continuous scanning and scoping of the wider environment to anticipate and develop timely responses to external trends and developments.

Resource Management

9. Reviewing Service plans to ensure that they are both challenging and robust. Ensuring sound financial performance against corporate and service objectives

including efficiency targets. Making timely interventions and recommendations to Strategic Management Team and Members.

10. Providing effective management of the Council's resources via the budget, ensuring adherence to Council standing orders, corporate standards and financial regulations, and ensuring that spending remains within agreed limits.
11. Ensuring effective corporate governance and compliance with policy, legal, statutory and other relevant provisions relating to the portfolio of Council's activities allocated from time to time.
12. Promoting and delivering effective performance standards and development of managers through the performance and development review process, including self-development needs.
13. Ensuring the provision of healthy, safe and productive practices within the portfolio of Council's activities allocated from time to time.
14. Optimising the management and development of human resources within the allocated portfolio of Council's activities, ensuring the maintenance of good employee relations and the effective application of personnel policies and procedures.

Communication and Culture

15. Providing demonstrable leadership to all staff within the allocated portfolio of Council's activities, which reflects and reinforces the Council's stated values.
16. Promoting strong, direct and effective communications and consultations, internally and externally, that ensure the Council's messages are conveyed in a timely, transparent and coherent manner, use appropriate systems and utilise the available technology to best effect.
17. Developing collaborative working relationships with colleagues and Members and promoting the Authority vision and values through timely and effective advice and guidance.
18. Acting as an ambassador for the Authority; promoting its achievements and influence through effective linkages with partners and other external organisations, including the provision of leadership and advice, contributing to policy, and conciliation where necessary.
19. Active encouragement and support of managers through effective communications and consultations, including the promotion of collaborative working and the design and implementation of effective, competency based assessment schemes.
20. Making a major contribution to the determination of the culture and style of organisation that the Council wishes to aspire to, and demonstrating inspirational leadership through the development and realisation of an effective cultural change programme.

General

1. The above accountabilities are not exhaustive and may vary from time to time without changing the character of the job or level of responsibility.
2. The above accountabilities require confidentiality to be maintained at all times in relation to restricted or confidential information, which may be covered by the data protection Act.
3. Providing a flexible approach to ensure the operational needs of the Council are met, including the undertaking of duties of a similar nature and responsibility as and when required, throughout the various work places in the Council.
4. Promoting the Council's equality objectives and ensuring compliance with its Equal Opportunity Employment Policy.
5. Promoting the Council's objective of providing a safe and healthy working environment, taking reasonable care for the health, safety and welfare of him/herself and other employees and ensuring compliance with relevant legislation and the council's Safety Policy and Programme.
6. Representing the Council, as may be required by the Chief Executive, at civic functions and other events whether within or outside of normal working hours.
7. Participating as a full member of the on-call rota for Emergency Planning and Business Continuity and meeting the obligations imposed as a result.

Specific

1. It is desirable that the Strategic Director (Resources) is a qualified member of the one of the six bodies that comprise the Consultative Committee of Accountancy Bodies (CCAB).

SOUTH KESTEVEN DISTRICT COUNCIL

PERSON SPECIFICATION (GENERIC)

STRATEGIC DIRECTOR

Experience

1. A record of success as a senior manager making a strategic contribution to the overall business, including evidence of strategic development and implementation within a large, multi-functional organisation of comparable scope and complexity across a range of service lines.
2. A proven record of successful participation in the formulation of corporate objectives, policies and strategies within a large, multi-disciplined organisation resulting in significant organisational recovery.
3. An extensive record of success in creating and implementing radical change in policy and practice through working in or with large and complex organisations and a track record of achieving widespread cultural and behavioural change.
4. A proven record of successful financial management and participation in the formulation of innovative financial objectives, policies and strategies in relation to corporate objectives and the needs of partner organisations.
5. Considerable experience of assessing the impact of, advising, influencing and formulating effective policies in response to trends and developments in the strategic environment within which local authorities operate.
6. A record of demonstrable success in managing a diverse range of services and translating organisational ambitions into real achievements.
7. A record of successfully engaging with others, building positive relationships with a variety of communities, partner organisations, private sector providers, Government, public agencies and statutory authorities.
8. Successful record of establishing and driving a positive performance culture, effective performance and service quality evaluation that has driven up standards and performance.
9. Evidence of promoting diversity, tackling discrimination and the barriers that prevent equal access and taking forward an organisational commitment to Equalities in service improvement and staff management.
10. A proven record of success in advising and influencing at Board and senior management level in organisational effectiveness, corporate governance and improvement.

Competencies

11. An ability to lead the Council in embedding a culture of strong, supportive leadership, that realizes the full capacity of the organisation, fostering its talents and a positive and creative organisational culture.
12. Ability to think clearly, creatively, imaginatively, corporately and strategically, gain commitment to a clear vision and direction, and deliver results.
13. High level of political awareness and diplomacy, with an ability to operate with sensitivity in a political environment, providing professional advice confidently and tactfully, with clear viewpoints and policy direction.
14. Sound professional and tactical judgements and the ability to handle competing priorities and a challenging workload within a pressurised political environment.
15. An awareness of the barriers to organisational change and an ability to instil a sense of ownership amongst others to realize the Council's objectives for organisational and cultural change.
16. Ability to persuade, influence and gain commitment through outstanding interpersonal skills that can relate effectively to the public, employees, Council Members and other stakeholders and attract their respect, trust and confidence.
17. Highly developed networking, advocacy, oral, written and presentation skills, with the ability to relate to and work with people at all levels and communicate effectively to audiences at all levels of knowledge.
18. A confident and resourceful manager who can operate in a complex multi-disciplined environment and has credibility because of what they do, and how they do it, rather than relying on their position or profession.
19. Sound understanding of strategic management including strategic analysis, strategic choice and strategic implementation.

Personal Qualities

20. A leader who can inspire by being energetic, determined, positive, decisive and resilient enough to cope with the demands of the role.
21. A shrewd, intellectual, creative, strategic and lateral thinker who can, when required demonstrate sufficient detachment from operational issues to identify and assess strategic options without any perception of operational or personal bias.
22. An enthusiastic and effective ambassador for the Council with a strong commitment to improving its performance and its ability to meet the needs of the communities it serves.
23. An excellent role model, promoting high standards of probity, integrity and honesty, with credibility across a wide range of audiences and respect for all.

24. A motivator, who can promote new and creative thinking and a corporate focus to achieving the Council's objectives and continuous improvement, best value, service excellence and equal opportunities.
25. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and is aware of how to maximise their influence to achieve performance and results through others.

Draft of Possible Allocation of Responsibilities Between Six General Managers to be finalised following consultation with Strategic Directors.

- 1. General Manager for Resources**
Financial Management
Accountancy
Revenues and Benefits
Assets and Facilities
Sec 151 responsibility.
Procurement
Value for Money
Risk Management
- 2. General Manager for Organisational Change and Development**
Member and staff training and development,
Committee Services
Local Democracy
Human resources
Employee relations
- 3. General Manager for Legal and Enforcement Services**
Legal
Food/Health and Safety
Building Control
Land Charges
Licensing
Monitoring Officer.
- 4. General Manager for Environment**
Sustainable Waste Management
Grounds Maintenance and Play Equipment
Environment Team
Emergency Planning
Markets and Fairs.
- 5. General Manager for Sustainable Communities**
Economic development
Planning policy,
Development Control
Sustainable homes
Strategic leisure and culture
Crime and Disorder
- 6. Operational Manager for Information and Performance**
Performance Management,
Information Technology
Customer Services
Area Offices
Diversity
Communications and Consultation.
Measuring Community Impact

DRAFT JOB DESCRIPTION AT GENERAL MANAGER LEVEL

SECTION OPERATIONAL MANAGEMENT TEAM	DESIGNATION GENERAL MANAGER FOR _____	REF	DATE MAY 2005
PURPOSE OF JOB Share the responsibilities of the Operational Management Team and make specific contributions to its work including the project management of specific initiatives from time to time. Manage the performance of managers assigned to you ensuring that the work activities for which they are responsible achieve planned objectives.		RESPONSIBLE TO Strategic Director	TYPE OF CONTRACT Permanent
GROUP RELATIONSHIPS Currently your portfolio of service will include:		LOCATION/PHYSICAL ENVIRONMENT Based at Council Offices, St Peters Hill, Grantham, Lincs.	
HOURS OF WORK Your working hours are those deemed necessary to cover the needs and requirements of the service. This means that you will be required to work evenings and weekends in addition to normal office hours. Under the provisions of the Working Time Directive this post is deemed a derogated position.			
ECONOMIC CONDITIONS The salary for this post is up to £61,029 per annum. 25 days annual leave (30 days after 5 years' local government service). Voluntary membership of the local Government Pension Scheme.		POLITICALLY RESTRICTED POST This is a politically restricted post.	
DUTIES: The activities described on the following page may be varied from time to time to meet the needs of the service. The postholder may be required to undertake any other relevant duties by the Council.			

NO	OBJECTIVE	NO	SUB OBJECTIVES	RELEVANT POLICIES SCHEDULES & TERMS OF REFERENCE
1.	Strategic Management Make significant visible contributions to the strategic management of your operational areas of responsibility.	1.1	In your area of responsibility achieve the full implementation and continued development of the Council's performance management framework.	Best Value Performance Plan Performance Management Framework Financial Regulations Medium Term Financial Plan Risk Management Policy Community Strategy IEG Statement Customer Charter Generic Equality Scheme Crime & Disorder Strategy Agenda 21 Strategy PMG Terms of Reference Budget Book Capital Strategy Asset Management Plan Housing Strategy Housing Revenue Account Business Plan Anti-Fraud & Corruption Policy PMG Terms of Reference CMG Terms of Reference Constitution
		1.2	In your area of responsibility establish service related strategies that deliver the Council's agreed objectives and sub-objectives and a "customer first" outcome.	
		1.3	Through active membership of the Operational Management Team develop operational strategies as required.	
2.	Project Management Achieve the planning and delivery of specific projects as directed.	2.1	Construct Project Implementation Documents to establish projects with full business case argument.	
		2.2	Construct project plans for corporate or service specific projects.	
		2.3	Establish projects using Prince 2 or other agreed methodology as a guide. (Appropriate training will be provided if required).	
		2.4	Act as Project Manager or adopt other project team roles as appropriate for specific projects.	

NO	OBJECTIVE	NO	SUB OBJECTIVES	RELEVANT POLICIES SCHEDULES & TERMS OF REFERENCE
3.	Operational Management Achieve a “customer first” approach within your portfolio area.	2.5	Deliver projects in accordance with plans.	Performance Management Framework Risk Management Policy
		2.6	Evaluate projects as required.	
		3.1	Achieve the setting of appropriate work activities through the endorsement/production of service business plans and service delivery plans arising from service related strategies.	
		3.2	Achieve corporate and service BVPIs and other agreed KPIs appropriate to your area of responsibility.	
		3.3	Achieve operations to agreed quality standards in your area of responsibility.	Customer Charter Local Plan
4.	People Management Achieve a high standard of people management at or exceeding quality standards set by Investors in People and the Council’s people management standards in place from time to time.	4.1	Ensure that the service related input to recruitment processes are of sufficient quality to enable the recruitment of excellent personnel.	Appraisal Scheme Employment Policies (in place from time to time)
		4.2	In your portfolio area ensure that levels of motivation are high, directly reflected by measures of morale and performance.	Performance Management Framework Health & Safety Risk Assessment Manual Risk Management Policy
		4.3	In your portfolio area ensure that the management of development achieves or exceeds the standards set by Investors in People.	
		4.4	Achieve self-development through participation in a relevant CPD programme.	

5.	Resource Management Achieve effective planning, and use of financial and physical resources. Secure resources for planned activity.	5.1	In your portfolio area ensure that there is a sound business case for resource requests.	Procurement Agreement Financial Regulations Constitution
		5.2	Achieve agreed budgets through best value use of resources.	
NO	OBJECTIVE	NO	SUB OBJECTIVES	
6.	Information Management Achieve effective management of information.	6.1	Ensure that there is good and sufficient consultation with appropriate stakeholders.	IEG Statement Customer Charter Data Protection Policy Freedom of Information Publication Scheme
		6.2	Ensure there is open access to relevant information within your service areas consistent with the requirements of confidentiality and data protection	
		6.3	Report on and explain performance indicators for which you are responsible.	
		6.4	Establish effective information management and communication systems.	
7.	Emergency Planning	7.1	Participating as a full member of the on-call rota for Emergency Planning and Business Continuity and meeting the obligations imposed as a result.	

APPENDIX C SIMPLIFIED VERSION OF CURRENT MANAGEMENT STRUCTURE (BEFORE CREATION OF THE HOUSING TEAM AND NOT SHOWING CURRENT SECONDMENTS)

