

POLICY AND RESOURCES COMMITTEE - 14 MARCH 2022

PART I - DELEGATED

15. SENIOR STRUCTURE OF THREE RIVERS DISTRICT COUNCIL

1 Summary

- 1.1 The existing senior management structure, comprising of a CEO, Director of Community and Environmental Services, shared Director of Finance and Solicitor to the Council (Monitoring Officer) has been in place since the start of the shared services in 2009. While the structure has served its purpose during that time, the objectives and ambitions of the council, along with the appointment of a new CEO in February 2020, require a refresh of the structure and additional senior management capacity being created. The council has become more entrepreneurial, taking more responsibility, increasing its risk appetite and competing more commercially. Therefore more capacity at senior management level is required to drive these initiatives forward and ensure the best outcomes for the council. The impact of covid during the past 22 months has also highlighted a potential lack of resilience at senior management level.

2 Details

- 2.1 The proposed change to the senior management structure, which is shown on appendix 1 of this report, is to create a new full time Executive Head of Service level post, reporting to the CEO. This additional post will allow the CEO to focus on the overall strategic objectives and requirements of the Council.
- 2.2 If this change is agreed, it is proposed to advertise internally only in the first instance for the new Executive Head of Service post. There are some highly skilled and experienced officers at Head of Service level who may be suitable for this post and could be included in a selection process, depending upon their application and suitability. If no suitable applicants apply internally then the role will go out to external advertisement.
- 2.3 In addition it is proposed to create a new full time Head of Customer Experience post for the strategically important area of Customer Experience. This role will report to the new Executive Head of Service outlined in 2.1, and will be responsible for CSC, Communications (including CRM and social media) and Watersmeet.
- 2.4 If this change is agreed, it is proposed to advertise this post internally only in the first instance to the two existing employees currently heading up the two main operational areas that will form part of Customer Experience i.e. CSC and Watersmeet.

3 Options and Reasons for Recommendations

- 3.1 To approve the recommendations in this report. If the recommendations are not approved, the senior structure will remain as it is and will not effectively deliver the services required by residents and staff.

4 Financial Implications

- 4.1 The new Executive Head of Service post will advertised on the existing salary range for MG5 which is £70,726 to £78,594 plus on-costs of approximately 30%. It is anticipated any internal promotion would be at the first point of the range, £70,726 plus £21,218 on-costs giving a total of £91,944.

- 4.2 If an internal appointment is made at the level stated, it will represent an increase in annual salary for existing Heads of Service already at the maximum point of either MG 3 (£79,751 including on costs) or MG4 (£90,653 including on costs).
- 4.3 It is proposed to pay for the increase in salary, plus the costs of the consequent changes to the structure in bringing together the CSC, Watersmeet and Communications, by deleting a vacant post within the CSC.
- 4.4 Should the post go to external appointment a further report will be brought to Policy and Resources Committee identifying where the budget shortfall would be funded from.

5 Legal Implications

- 5.1 If approved, all affected staff will be fully informed of the changes and eligibility for the new roles created.

6 Equal Opportunities Implications

- 6.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No
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7 Staffing Implications

- 7.1 Internal senior staff will have the opportunity to apply for the new role.

8 Environmental Implications - none

9 Community Safety Implications - none

10 Public Health implications - none

11 Customer Services Centre Implications - none

12 Communications and Website Implications

- 12.1 Internal communication will be undertaken with staff

13 Risk and Health & Safety Implications

- 13.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>

Insufficient capacity at senior management level	Objectives of the Council are not achieved.	Approve creation of new Executive head role	Tolerate	3
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13.2 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Impact Low -----► Unacceptable			

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

13.3 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

14 Recommendation

14.1 That P&R committee:

- i) Agree the creation of a new Executive Head of Service post at MG5.
- ii) Agree to internal only advertising for this role in the first instance.
- iii) Note the creation of a new role of Head of Customer Experience.

Report prepared by: Terry Baldwin Executive Head of HR and OD

Data Quality

1	Poor	
1	Sufficient	√
3	High	

Background Papers - none

APPENDICES / ATTACHMENTS

Proposed structure chart

TRDC Senior Structure

