



Meeting: Council

Date: 28 February 2013

Wards Affected: All wards in Torbay

Report Title: Proposals for the Chief Executive functions

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1. Purpose and Introduction

- 1.1 To establish a long term appointment for the Chief Executive functions following the departure of the Chief Executive.
- 1.2 The working title of the new post is 'Executive Director of Finance and Operations' and is the title used in this report, however this title may be changed in accordance with paragraph 2.4.

2. Proposed Decision

- 2.1 That the post of Executive Head of Spatial Planning be deleted and the resources role of Director of Place and Resources be removed to be replaced with the duties of the Executive Head of Spatial Planning so that the post becomes the Director of Place and Planning but with no change to the contractual hours of the post (equivalent to four days per week).
- 2.2 That the resources role of the Director of Adults and Resources be removed but with no change to the contractual hours of the post (equivalent to four days per week) and the job description of the Director of Adults and Resources be amended to require the postholder to secure closer linkages between Children's and Adults Services.
- 2.3 That the job description for a part time (equivalent to four days per week) Executive Director of Finance and Operations as set out at Appendix 1 to this report, which includes the role of Head of Paid Service, be approved as the long term solution for the replacement of the Chief Executive.
- 2.4 That the Human Resources Advisor, in consultation with the Mayor and Chairman of the Employment Committee, be requested to determine an appropriate title for the post.
- 2.5 That the Human Resources Advisor, in consultation with the Mayor and Chairman of the Employment Committee, be authorised to determine the recruitment exercise

for the post of Executive Director of Finance and Operations and the Employment Committee be requested to undertake such recruitment exercise in time for it to provide a report to the Council meeting on 18 July 2013 recommending an appointment to the post.

2.6 That the Interim Chief Operating Officer's contract be extended until 18 July 2013.

3. Reason for Decision

3.1 Following the decision of the Council on 16 July 2012 to appoint an interim Chief Operating Officer ([Agenda for Council on Thursday, 12 July 2012, 5.30 pm](#)) the Employment Committee/Group Leaders Task Group were requested to identify a long term solution. The appointment of Executive Director of Finance and Operations will provide strategic and visionary leadership to ensure that the Council establishes and sustains delivery of key priorities. The recommended structure will have provided an overall reduction in the staffing costs of approximately £102,533 (since the previous structure of a full time Chief Executive) and provides 0.6 full time equivalent of increased strategic capacity.

Supporting Information

4. Position

4.1 Following the departure of the Chief Executive, the Council appointed an internal interim Chief Operating Officer. This temporary position has provided the Employment Committee/Group Leaders Task Group sufficient time to identify a long term solution and an appropriate post for the Council.

4.2 This report sets out the long term proposals developed by the Employment Committee/Group Leaders Task Group.

4.3 The Employment Committee/Group Leaders Task Group met on 31 October 2012 (attended by Cllrs Pritchard, Cowell, Morey, Pountney (for Cllr Darling) and Thomas (D) (for the Mayor)), 5 December 2012 (attended by the Mayor, Councillors Cowell, Darling, Morey and Thomas (D) (for Councillor Pritchard)), 22 January 2013 (attended by Mayor Oliver, Councillor Darling, McPhail, Morey and Pritchard), 30 January 2013 (attended by Mayor Oliver, Councillors Darling, Hill (for Councillor McPhail), Morey and Pritchard) and 20 February 2013 (attended by The Mayor, Councillors Cowell, Lewis (for Councillor McPhail), Morey, Pentney (for Councillor Darling) and Pritchard). At these meetings the Task Group developed the proposals set out in this report and considered whether the long term solution should be full time or part time. The interim Chief Operating Officer was invited to the meeting held on 22 January 2013 and gave feedback on her experience of the operation of Chief Operating Officer role.

4.4 On behalf of the Task Group, the Mayor made approaches to neighbouring authorities to explore the possibility of a shared arrangement. Following feedback from the Mayor, the Group concluded that shared arrangements were not viable at this stage and should no longer be pursued.

4.5 In developing the proposals, the Group explored:

- combining the role with other senior officers
- deputising arrangements
- whether the role should be on a full time or part time basis
- alternatives for the role of Head of Paid Service
- internal and external recruitment exercises
- task and finish role
- financial and risk implications
- research into other authorities structures

4.6 The Group also reviewed the Officer Scheme of Delegation and the Mayor advised that he did not wish for executive delegations to officers to change.

4.7 The Group received the '10 principles of any set of senior management arrangements' prepared by Solace. The Monitoring Officer reported on how these applied to the Council's governance arrangements (as set out at Appendix 2). These were accepted and would be used to inform existing Council policies and future updates to the Constitution.

4.8 In order for efficiencies to be made, the Group looked wider than the Chief Executive functions and considered changes to the current Director posts and Executive Heads. The Group concluded that it would be preferential and beneficial for the Executive Director Finance and Operations to oversee the Operational Management of the Council's support functions of Finance, ICT, Commercial and Business Services. This had the effect of removing the Resources elements of the current Director posts of Adults and Place. The Group recommends that whilst the Resources elements are removed, overall capacity should be maintained. Therefore this creates an increase in strategic capacity of 0.6 full time equivalent. These additional resources would enable the Director of Place and Resources to take on the duties of the current Executive Head of Spatial Planning and the Director of Adults and Resources to secure closer links between Children's and Adults Services. The four Executive Heads within the Resources function would report directly to the Executive Director of Finance and Operations. A structure chart for the top tier of management is attached at Appendix 3.

4.9 The Group concluded that the Executive Director of Finance and Operations should be appointed on a part time basis equivalent to four days per week. By encompassing the resources functions of the Council the post would provide particular emphasis on financial management and cultural and organisational change. This would result in providing strategic officer capacity to lead the Council through the challenging times ahead. The timescales for the recruitment of Executive Director of Finance and Operations were also considered and it was determined that interim Chief Operating Officer's contract be extended to allow the appointment to be made.

4.10 Once appointed, the new Executive Director of Finance and Operations will be

tasked to undertake a full review of the Executive Head structure to identify further efficiencies.

- 4.11 The overall annual cost of the senior management team (officers above Executive Head level) prior to the old post of Chief Executive being deleted was £515,676 (approx £644,595 with on costs). NB: This figure includes the post of Director of Public Health as the Council has chosen to include this post in its senior management team from 1 April 2013 in light of guidance from the Department of Health). The cost of the existing interim structure, including the Director of Public Health is £392,396 (£approx 490,495 with on costs). The cost of this new proposed structure is £413,143 (approx £516,429 with on costs) creating an increase of approximately £20,747.

5. Possibilities and Options

- 5.1 The Group considered a number of options and combinations of roles and these were developed in to the final proposal set out in this report.
- 5.2 The final proposal provides the Council with savings whilst increasing the strategic capacity of senior officers.

6. Equal Opportunities

- 6.1 The Council's equalities policies will be followed for the recruitment of exercise and changes to the officer structure.

7 Consultation

- 7.1 Consultation was carried out by Group Leaders with members and their views fed back to the Task Group. Officers directly affected by the proposals were also advised of the proposals.
- 7.2 A period of formal consultation will begin with those individuals directly affected by the proposals following the decision of the Council.

8 Risks

- 8.1 If the decision is not implemented there is a risk that the Council does not have long term stability which would have implications both internally and externally.
- 8.2 There is a risk that the recruitment exercise does not attract candidates with sufficient knowledge and expertise. However, the salary for the post has been Hay evaluated and is consistent with salaries for similar posts within other organisations.

Appendices

Appendix 1: Job Description and Person Specification

Appendix 2: Monitoring Officer's Paper on Solace's '10 principles of any set of senior management arrangements'

Appendix 3: Proposed top tier management structure

Additional Information

Previous related Council decisions and documents:

[Agenda for Council on Wednesday, 16 May 2012, 5.30 pm](#)

[Agenda for Council on Thursday, 12 July 2012, 5.30 pm](#)

[Agenda for Council on Thursday, 27 September 2012, 5.30 pm](#)