

## MID SUFFOLK DISTRICT COUNCIL

<b>To: Strategy Committee</b>	<b>Report Number: L172</b>
<b>From: Interim Transformation Director</b>	<b>Date of meeting: 12 April 2012</b>

### UPDATE ON RECRUITMENT OF TIER 4 APPOINTMENTS

#### 1. Purpose of Report

- 1.1 To provide an update on the progress being made towards the establishment of a new joint 4<sup>th</sup> tier of management across BDC and MSDC.

#### 2. Recommendation

- 2.1 To note the contents of the report.

#### 3. Financial Implications

- 3.1 The new Joint 4<sup>th</sup> tier management structure will help to ensure the financial targets detailed in the Business Case for the creation of a single fully integrated staffing structure are achieved.

#### 4. Risk Management

- 4.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. G2 - Integration with Babergh District Council could result in capacity at Senior Management being stretched. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Failure to progress with recruitment at Tier 4 could lead to inability to achieve predicted savings.	2	3	Implement a timely, but fair and transparent recruitment process.

#### 5. Consultations

- 5.1 There has been a process of informal pre-consultation with all staff and the Unions, followed by a statutory consultation period which ended on 23<sup>rd</sup> March 2012.

#### 6. Equality and Diversity Impact

- 6.1 There are no specific equality and diversity implications arising from this report.

## **7. Shared Service / Partnership Implications**

- 7.1 The Tier 4 proposals and outcomes are a key aspect of the integration programme with BDC.

## **8. Key Information**

- 8.1 Members will be aware that one of the reasons for the integration process is a determination not to accept that having less money to spend means we have to cut services. We are, instead, seeking to transform the way we do things. A central part of this is the reduction of the layers of management we currently have in place. We have already halved the amount of staff at Management Team levels and we plan to have fully integrated, but reduced, single team operations in place for every service by the end of the year.
- 8.2 A big step towards this new way of working involves the creation of new jobs covering all technical, operational and professional lead officer roles. This is our 4<sup>th</sup> tier of management. These new postholders will also carry specific responsibility for 'Place' and for 'People' focused activities, regardless of their operational duties. They will also lead cross cutting projects and programmes, and be responsible for delivering service improvements. How this cross cutting responsibility will be allocated and discharged will need to be developed after the Tier 4 appointments are made. This will allow time to engage with our communities, Members and other key stakeholders on this issue.
- 8.3 We are currently consulting on proposals to replace 63 existing posts with around 38 new posts. The 63 officers concerned have been given notice as being "at risk" of redundancy as a result of the proposals. The consultation exercise ended on 23<sup>rd</sup> March 2012.
- 8.4 It is anticipated that based on the initial analysis of the responses and suggestions that there will be changes to the proposals. Some staff have expressed concerns about the time it is taking to introduce the proposed changes, whilst others feel more time is needed in order to ensure that decisions made are based on the best possible information and that sufficient time is allowed for staff comments to be fully considered and evaluated.
- 8.5 Management Team met on 29<sup>th</sup> March to consider all the responses made in response to the consultation process, and will be agreeing a timetable for the recruitment process which will be circulated to all in the week commencing 2<sup>nd</sup> April.
- 8.6 In order to ensure the recruitment process is independent and robust, we have commissioned the East of England LGA to run the technical assessment process for us. We have decided to use an independent expert to review the proposed new structure, the jobs, the job descriptions and the person specifications. In addition we have decided that all interview panels will have a former Babergh and a former Mid Suffolk presence at either Director or Head of Service level. The aim is to ensure that no-one feels disadvantaged because they are being interviewed by a panel with no representation from someone who previously worked at "their" council. In addition, as part of the recruitment process, all candidates will be interviewed by the Chief Executive. Whilst these measures will increase the logistical and timetabling complexities, it will help to ensure the recruitment process is fair, transparent and robust.

8.7 In addition to the above, work is underway to determine a salary structure and job evaluation scheme for the Tier 4 posts. This work, which will deliver a salary structure that is fair and affordable, is being undertaken by officers and Union representatives from across the two councils supported by independent expert advice.

8.8 As we move through the process the timetable has been reviewed and amended. Management Team is balancing the need to quickly progress the integration, with the need to allow everyone to properly consider and respond to the proposals; and for those responses to be properly considered and where appropriate acted upon. As stated earlier the consultation period is now completed and a timetable for the recruitment process will be available in the week commencing 2<sup>nd</sup> April.

## **9. The rest of the organisation**

9.1 There will be in the region of 360 posts across both councils remaining once the four tiers of management are in place. These staff will be formed into Operational Delivery Teams. These will be multi-functional, multi-skilled teams working across divisional boundaries. These teams will be collectively responsible for ensuring that the day-to-day operational delivery of their services supports the achievement of outcomes and objectives. We are starting work on the shape and size of those teams now and once the Tier 4 managers are in post the final proposals for these teams will be agreed.

9.2 It is clear that at the end of the integration of the two councils' workforces, there will be significantly fewer managers and some reduction in front line staff across the two organisations. Our aim is to endeavour to make these savings with minimum impact on front line services and outcomes for our communities. We will also seek to minimize compulsory redundancies by looking to voluntary redundancies and redeployment opportunities where possible.

## **10. Changing the culture as well as the structure**

10.1 While a great deal of work has gone into the establishment of staffing structures we know it will take more than a new staffing structure to create the changes we need. The culture has to change too. The proposed structure must be seen alongside a determination to empower front line colleagues by radically devolving decision making, to encourage linkages between colleagues across the organisation regardless of the structure, to focus our activities on key priorities that support and improve outcomes for the communities we serve.

10.2 A major challenge and area of work over the next few months will be to determine the key priorities and outcomes that the new teams must focus on. The Joint Member Implementation Board at its next meeting will be leading on how we address this challenge, including how we ensure all Members from across both councils are involved in setting the outcomes to be achieved.

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