

Report to the Council

Statutory Report of the Head of Paid Service

Date: 17 December 2013

Item:

Directorate Restructure

- (1) That the revised Directorate Structure set out in Appendix 4 to the report reflecting the proposals recommended below be approved;
- (2) That the following posts be deleted from the establishment with effect from 1 April 2014, namely
 - Deputy Chief Executive,
 - Director of Corporate Support Services,
 - Director of Finance and ICT,
 - Director of Housing, and
 - Director of Planning and Economic Development;
- (3) That the post of Director of Environment & Street Scene be deleted from the establishment with effect from 1 June 2014;
- (4) That the post of Assistant to the Chief Executive be deleted from the establishment with effect from 15 June 2014;
- (5) That subject to recommendations (2)-(4), the termination of the employment of the Director of Planning and Economic Development on 31 March 2014, the Director of Environment & Street Scene on 31st May 2014 and the Assistant to the Chief Executive on 15 June 2014 be agreed on the grounds of voluntary redundancy/early retirement, in accordance with the costs reported;
- (6) That four new Director posts be created with effect from 1 April 2014, namely;
 - Director of Communities,
 - Director of Governance (Solicitor to the Council & Monitoring Officer),
 - Director of Neighbourhoods (Deputy Chief Executive), and
 - Director of Resources (Chief Financial Officer /s151 Officer);
- (7) That the salary scale for the four new Director posts be agreed as reported;
- (8) That subject to recommendations (2) - (7), and in accordance with the views of the Restructuring Panel, the following appointments be agreed by Council with effect from the 1 April 2014,

<ul style="list-style-type: none">• Director of Communities,• Director of Governance (Solicitor to the Council & Monitoring Officer)• Director of Neighbourhoods (Deputy Chief Executive)• Director of Resources (Chief Financial Officer /s151 Officer)	<ul style="list-style-type: none">A. Hall,C.O'Boyle,D. Macnab,R. Palmer;
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- (9) That the following posts be deleted from the establishment with effect from 1 April 2014, namely,
- Assistant Director (Benefits),
 - Assistant Director (Revenues),
 - Assistant Director (Accountancy),
 - Assistant Director (ICT),
 - Assistant Director (Facilities Management & Emergency Planning),
 - Assistant Director (HR),
 - Assistant Director (Legal),
 - Assistant Director (Development Control),
 - Assistant Director (Forward Planning, Conservation & Policy),
 - Assistant Director (Building Control),
 - Assistant Director (Community & Culture),
 - Assistant Director (Housing Property),
 - Assistant Director (Housing Operations),
 - Assistant Director (Private Sector & Resources),
 - Assistant Director (Environmental and Neighbourhoods),
 - Assistant Director (Technical Services),
 - Assistant Director (Performance & Operations), and
 - Chief Internal Auditor;
- (10) That the post of Assistant Director (Democratic Services) be deleted from the establishment with effect from 15 June 2014;
- (11) That subject to recommendations (9) – (10), the termination of the employment of the Assistant Director (Facilities Management & Emergency Planning) on 31 March 2014 and the Assistant Director (Democratic Services) on 14 June 2014 be agreed on the grounds of voluntary redundancy/early retirement, in accordance with the costs reported;
- (12) That the following new posts be created with effect from 1 April 2014,
- Assistant Director (Human Resources),
 - Assistant Director (Benefits),
 - Assistant Director (Revenues),
 - Assistant Director (Accountancy),
 - Assistant Director (ICT & Facilities Management),
 - Assistant Director (Governance & Performance Management),
 - Assistant Director (Legal Services),
 - Assistant Director (Development Management),
 - Assistant Director (Neighbourhood Services),
 - Assistant Director (Technical Services),
 - Assistant Director (Forward Planning & Economic Development),
 - Assistant Director (Housing Property),
 - Assistant Director (Housing Operations),
 - Assistant Director (Private Sector Housing & Communities Support),
 - Assistant Director (Community Services) and
 - Chief Internal Auditor;
- (13) That in accordance with Council restructuring practice, the direct assimilation of current post holders into the new Assistant Director positions be agreed as follows;

Current Post Title	New Post Title	Name
Assistant Director (HR)	Assistant Director (HR)	P. Maginnis
Assistant Director (Benefits)	Assistant Director (Benefits)	J. Twinn
Assistant Director (Revenues)	Assistant Director (Revenues)	R. Pavey
Assistant Director (Accountancy)	Assistant Director (Accountancy)	P.Maddock
Assistant Director (Legal)	Assistant Director (Legal Services)	A Mitchell
Assistant Director (Development Control)	Assistant Director (Development Management)	N. Richardson
Assistant Director (Community & Culture)	Assistant Director (Community Services)	J. Chandler
Assistant Director (Housing Property)	Assistant Director (Housing Property)	P Pledger
Assistant Director (Housing Operations)	Assistant Director (Housing Operations)	R. Wilson
Assistant Director (Private Sector & Resources)	Assistant Director (Private Sector Housing and Communities Support)	L.Swan
Assistant Director (Forward Planning, Conservation & Policy)	Assistant Director (Forward Planning & Economic Development)	K.Polyzoides
Assistant Director (Environmental & Neighbourhoods)	Assistant Director (Neighbourhood Services)	J. Nolan
Assistant Director (Technical Services)	Assistant Director (Technical Services)	Q. Durrani

- (14) That in accordance with Council restructuring practice, the direct assimilation of current post holder, B. Bassington, into the new Chief Internal Auditor position be agreed;
- (15) That a temporary post of Assistant Director (Economic Development & Asset Management), for a fixed term of one year, reporting to the Director of Governance, be created with effect from 1 April 2014;
- (16) That the appointment process for the temporary Assistant Director (Economic Development & Asset Management) be by internal advertisement in the first instance and be conducted Director of Governance (Solicitor to the Council & Monitoring Officer) as soon as practicable;
- (17) That the appointment process for the new Assistant Director (ICT & Facilities Management) be ring-fenced to the current holder of the post of Assistant Director (ICT) and conducted by the Director of Resources (Chief Financial Officer/s151

Officer) as soon as practicable;

- (18) That the appointment process for the new Assistant Director (Governance & Performance Management) be by internal advertisement in the first instance and conducted by the Director of Governance (Solicitor to the Council & Monitoring Officer) as soon as practicable;
- (19) That the salary scale for the new Assistant Director posts and the Chief Internal Auditor be agreed as reported, subject to job evaluation;
- (20) That the legal advice from Essex Legal Services as to the processes adopted be noted;
- (21) That the Chief Executive be designated as the Returning Officer and Electoral Registration Officer for Epping Forest District with effect from 15 June 2014;
- (22) That the Monitoring Officer, in consultation with fellow Directors, reports to Council, via the Constitution & Member Services Scrutiny Panel, reviewing all officer delegations prior to the implementation of the new structure on the 1 April 2014;
- (23) That Members note the overall reduction in the costs of top management of £353,700 and that this provides a payback period of 12.6 months for the one-off costs of £371,400;
- (24) That the necessary adjustments are made to the Continuing Services Budgets and District Development Fund for 2014/15.

Introduction

1. The main purpose of this Senior Management restructure is to achieve and balance the following aims:-
 - a) Make efficiency savings while protecting services to the public,
 - b) Encourage cooperative working within and beyond the Council, and
 - c) Embed an agreed set of values and behaviours into our working practices.
2. The new management structure and organisational values will provide a platform to enable the Council to drive continuous improvements in service delivery. My aim is to review working practices and seek innovative ways to improve efficiency and effectiveness. This will undoubtedly require investment in new technologies and some changes in processes or structures within each of the newly formed directorates. Inevitably the exact nature of all of these investments is not yet identified and therefore cannot be budgeted accurately. It is worth noting that future bids for DDF funding will be necessary and consideration should be given to creating a contingency to fund the one off costs of transformational change. Future bids against the fund would need to be supported by a business case that demonstrated value for money.
3. Within this report I will explain my reasons for proposing a 4 Directorate structure and the contribution it will make to delivering planned savings. I will also demonstrate the consultative approach I have taken to forming both the proposed structure and the cultural change that will help it to work effectively.

Process and Consultation

4. At an early stage as a new Chief Executive I met staff in formal settings, in smaller groups at breakfast briefings and indeed by shadowing teams within and outside the Council offices.
5. I was also aware of consultancy work which had been undertaken by Ernst & Young prior to my appointment. This looked at various structures for the Council's senior management and was a useful piece of background information which I have used to help me form my own conclusions.
6. I drafted an initial structure and shared it on an individual basis with Directors and Assistant Directors. I listened to their feedback and made appropriate adjustments.
7. On 30 August 2013, in accordance with good employment practice I wrote to all Directors and Assistant Directors seeking expressions of interest in early retirement/voluntary redundancy.
8. The Directorate Restructuring Panel was appointed by the Council on 21 May 2013 and has met on three occasions to consider early and developing versions of my proposals including salaries and voluntary redundancies/early retirement potential. I set out in a separate section the formal recommendations of that Panel at its meeting on 19 November 2013. At the latter meeting, I was able to report back on further aspects of implementing the new structure.
9. Firstly, I reported on further correspondence with those staff who had expressed an interest in voluntary redundancy/retirement and indicated those post holders who replied positively to that inquiry. Six such requests were reported and the financial impact explained. Further research was required on one position in order to determine whether a redundancy was established. In another case, no redundancy was thought to exist and the Panel was advised accordingly.
10. At the last meeting of the Panel, I reported back on the 4 cases and the one where there was a doubt as to a true redundancy. In that case I was able to confirm that a redundancy did exist as more than 50% of the post holder's present duties had changed in the new structure's equivalent position. I also reported on a follow-up letter I had sent to the five officers who had expressed an interest to confirm with them that voluntary redundancy was still their preference. All replied in the affirmative.
11. I have engaged with the Trade Unions throughout and will continue to do so. Indeed, I sent a very early version of my report and the proposed 4 Directorate Structure to all staff at the same time as I shared it with the Unions. This meant that the formal consultation took place over a period of 45 days in July and August 2013.

Summary of Consultation Responses

12. There has been a healthy response to the consultation process with 112 comments received in total. To assist in weighing up the comments I have produced a frequency distribution table which is included at Appendix 1. The full replies with any identifying factors redacted to maintain confidentiality form part of the background papers to this report.
13. Many of the comments represent an individual's preference about where a particular department should report or alternatively raise questions about process. Where these preferences score a frequency of 2 or less I have considered whether they raise any

substantive concerns that should be addressed by either changing the structure or adapting the implementation process. None of these lower frequency comments represent 'show stoppers' and whilst the structure could be changed as suggested, I have decided not to amend the proposal on the basis of an individual's personal preference.

14. It is very encouraging that the comment with the highest frequency is recording strong support for the values and behaviours. Nearly as many responses registered explicit support for the proposals.
15. The next most frequent comment was about the proposal to restructure the planning function. Many were concerned about what they saw as a separation of Forward Planning from Development Control because they thought there is a large overlap of skill sets and considerable cross working between the two departments.
16. I understand these concerns and I have given the matter a lot of thought both in drafting the original proposal and in considering consultation responses. My proposal isn't really about splitting these functions; it is more about recognising that the focus of Forward Planning is on policy development and strategy setting whilst Development Management is more focussed on implementing and administering policies. Clearly both departments have an important contribution to make to place shaping and I think this can be achieved in the proposed structure.
17. I have treated this consultation process as genuine and inclusive. As evidence of this I have adopted a number of suggestions in this report as a direct result of the feedback I received;
 - Statutory Officers are now to be designated at Director level,
 - Place Directorate renamed as Neighbourhoods, incorporating the Deputy Chief Executive role with responsibility for the Overview & Scrutiny function,
 - GIS to be managed as a corporate function under one directorate,
 - PR and Marketing to report to Assistant Director (Governance & Performance Management) rather than Communities,
 - Economic Development to be managed by an interim Assistant Director within Governance during the maternity leave of the incumbent Assistant Director,
 - Policy & Grants to report to Assistant Director Communities,
 - Assistant Director Private Sector & Resources renamed as Assistant Director Private Sector Housing & Community Support.
18. I would like to thank all those that have responded for their thoughtful and constructive comments. I would reassure all who responded that whether I adopted the suggestions made or not, I did carefully consider each and every comment made.

Summary of Legal Advice

19. I have sought legal advice from both Governance and employment law specialists at Essex County Council in order to be satisfied that my proposals are legally sound and to minimise the possibility of successful challenge.
20. Their advice is summarised at Appendix 2. Council should note that the processes followed in relation to the proposed voluntary redundancies/ early retirement, consultation and compliance with internal policies are all legally compliant. The full advice is treated as a confidential background paper by reason of legal professional privilege and staff confidentiality.

The New Structure

21. The existing senior Management structure is attached at Appendix 3. It shows that beneath the Chief Executive there are currently 5 Directorates in addition to the two separate 'Offices' for which the Chief Executive and Deputy Chief Executive are directly responsible.
22. In proposing change I do of course acknowledge the achievements of the Council and its staff to date. However, I believe that by reducing the number of Directorates and realigning the services to meet current demands this Council can not only make financial savings but also improve its service delivery to the public.
23. I therefore propose the new structure as set out at Appendix 4 which creates 4 new Directorates, namely,
 - Communities Directorate,
 - Governance Directorate,
 - Neighbourhoods Directorate, and
 - Resources Directorate.
24. Each will be headed by a Director who will all have responsibilities for both Directorate and Corporate Strategy.
25. The services within the Directorates will be managed by a range of Assistant Directors who will take on greater operational responsibilities. These Directorates are dealt with in turn in the following paragraphs.

The Communities Directorate.

26. Headed by the Director of Communities, this Directorate unites the existing Housing function with other community focussed services. In particular I anticipate benefits from bringing the safer communities work into this area as it reinforces current good working practices between teams.
27. In addition, the Policy and Grants Team (which includes the provision of grant aid to community organisations) will be incorporated within the Communities Directorate, which will enable closer working with the community-focussed teams within the new Directorate as well as providing an additional corporate resource for policy work.

The Governance Directorate.

28. Headed by the Director of Governance this area unites the Legal and Democratic services together with a number of complimentary regulatory Council functions. There is already a strong link between the two present directorates, particularly in the context of governance and standards issues. Another change brings the Performance Management Unit into the Directorate including the benefit of bringing responsibility for Freedom of information and Data Protection into the same Directorate.
29. The Internal Audit and Corporate Fraud investigation teams are brought together within this Directorate. In relation to the Chief Internal Auditor, this is for management purposes and in no way undermines the direct access between the Chief Internal Auditor and the Chief Executive. I have given direct assurance to the Audit & Governance Committee on this point and I reiterate it here.
30. In addition, the Development Management aspects of the planning function transfer to

this Directorate and this fits well with the regulatory work of the new Directorate.

Neighbourhoods Directorate

31. Headed by the Director of Neighbourhoods, this Directorate brings together important public facing services, whether provided externally through contracts, e.g. Waste Management and Leisure Management or internally e.g. Environmental Services.
32. The administrative and enforcement elements of licensing are reunited as the splitting of these activities between two Directorates has not proved ideal. Emergency Planning also transfers to the new Directorate.
33. The Forward Planning team, economic development and asset management are brought together under one Assistant Director. I am particularly keen to give economic development a higher priority within the council and there is a clear link between that aspiration and developing the council's own property portfolio with economic benefits in mind wherever possible. However this integration is a longer term aim for the reason explained below.
34. The post holder of the current post of Assistant Director (Forward Planning, Conservation & Policy) is currently on maternity leave and the interim cover for that post is dealing full time with the Local Plan preparation.
35. In order to progress the Economic Development agenda whilst preserving the newly-created substantive post, I propose to create a temporary Assistant Director post for one year. The details of this arrangement are dealt with later in paragraph 75 of this report.

The Resources Directorate.

36. Headed by the Director of Resources, this Directorate brings a number of support services together with Finance. In particular Facilities Management and ICT will provide a more joined up service for users. In particular, placing GIS/mapping under this Directorate will ensure delivery of this corporate project.
37. Bringing Human Resources and its associated services under the same Directorate as the ICT & Facilities management teams will assist in the delivery of smarter working and operational property strategies, albeit that external expertise will be needed to assist with any truly transformational programme.

Designation of Statutory Officers – Monitoring Officer

38. The Council must appoint a Monitoring Officer- pursuant to section 5 of the Local Government and Housing Act 1989. That role does not have to be held by a legally qualified person, but it is common practice to do so.
39. The role of the Monitoring Officer is set out in statute and referred to in the protocol within this Council's Constitution. To perform this role effectively it is my view that the role should be at a senior level.
40. In addition to this role I have retained the specific position of 'Solicitor to the Council'. As such I am proposing that these roles should be incorporated into the Director of Governance post as a part of its job description.

Designation of Statutory Officers – Chief Financial Officer

41. The Council must appoint a Chief Financial Officer pursuant to s151 of the Local Government Act 1972. That role must be held by a qualified accountant.
42. The role of the Chief Financial Officer is set out in statute and referred to in the protocol within this Council's Constitution. To perform this role effectively it is my view that the role should be at a senior level.
43. I am proposing that this role should be incorporated into the job description for the Director of Resources post.
44. As with the Monitoring Officer position, the inclusion of this statutory role in the posts set out above provides continuity in these key posts and avoids the need for a process to remove and then re-appoint the Monitoring Officer and s151 Officers.

Deputy Chief Executive

45. The role of deputising as Chief Executive will provide cover for planned absences of the latter and recognition of the role of supporting the Overview & Scrutiny functions of the Authority at a consistent and senior level. I have decided this role should be incorporated into the Director of Neighbourhoods post in the new structure.
46. The three roles of Monitoring Officer, Chief Financial Officer and Deputy Chief Executive will not be separately remunerated.

Returning Officer/Electoral Registration Officer

47. I propose that I should be appointed as Returning Officer/Electoral Registration Officer from the retirement of the present holder of these designations. This is supported by the Directorate Restructuring Panel. I have agreed that the present Returning officer will be responsible for the District and European Parliament elections on 22 May 2014 and that I will shadow him during the process as a succession planning initiative. I am recommending that the transfer should take place with effect from 15 June 2014. This is because the statutory 21 day period for a challenge to the election result will expire on 14 June 2014

Assistant Directors

48. I have carefully considered the current workload 'hotspots'. In so far as I am able, I have tried to anticipate areas of work that will require resource in the medium term. I have also reflected on the Cabinet's wishes to maintain a low Council Tax, support and encourage local business and generate income through management of our own assets.
49. In addition I have carefully considered all consultation responses which I referred to in more detail earlier. I have also taken account of the need to retain sufficient capacity to deliver the Council's agenda and the Key Objectives of the Cabinet, including the savings targets and the programme of service transformation.
50. With the above in mind I have created 15 Assistant Director posts and the Chief Internal Auditor post to manage the operational responsibilities of these larger Directorates. This represents a reduction of three Assistant Director posts from the current Establishment. However Members will recall that the posts of Assistant Director Planning & Economic Development (Building Control) and Assistant Director

Environment & Street Scene (Performance & Operations) have been held vacant for some time pending this reorganisation.

51. As the budgets for these posts were being used for temporary cover arrangements, they were not deleted as part of the exercise to remove vacant posts from the Establishment in January 2013.

Salaries

52. In proposing the salary level for the new Director, Assistant Director and Chief Internal Auditor posts, I have sought benchmarking information from Gatenby Sanderson, assessed the increased responsibilities of the posts and sought the views of the Directorate Restructuring Panel. I believe the salary level shown at Appendix 5 in the financial appraisal is appropriate.
53. For comparison purposes, I also presented the proposed salaries together with the current senior staff salaries for all of the Essex authorities to the Directorate Restructuring Panel. That comparison is set out in Appendix 6 for information.

Overall Savings

54. The impact of the proposed changes in financial terms is set out in full in Appendix 3. I would highlight that the overall reduction in the salary costs of top management will be £353,700.
55. The one-off costs of £371,400 associated with the proposed voluntary redundancies means the payback period for this new structure will be 12.6 months. In my experience in both the public and private sector a payback period of this duration is extremely good for this level of restructuring.
56. Whilst the focus of this report is on the top management structure, I would not want Members to lose sight of the other significant cost savings that have already been achieved from reductions in the establishment. I mentioned above the exercise on vacant posts that took place in January and removed £419,000 from the Council's salary budget. That review removed 18 full time equivalent posts from the establishment and has been effective in reducing the underspends on salaries that have been a feature in previous years.

Values and Behaviours

57. Of equal importance to the structural changes is the adoption of the corporately agreed values and behaviours in all our dealings with each other and the public.
58. Re-stacking the organisation to reduce the number of silos and collect similar functions under a leaner management structure is unlikely to drive cultural change in the organisation in and of itself. Consequently a parallel project has been undertaken to identify key corporate values and associated behaviours which provide a clear vision of the service delivery standards to which our organisation aspires. This project has involved over 120 staff from all levels and departments within the Council.
59. In short we have identified five value themes;
 - One Council
 - Trust
 - Performance

- Customer
 - Innovation
60. The general thrust of the values will focus staff on delivering on our promises, designing services that customers' value, dealing openly and honestly with people from the point of contact and actively seeking new ways of doing things.

Implementing the New Structure

61. I have set out the consultative process that has led to my proposed new structure. If Council approves the new structure as set out at Appendix 4 various decisions necessarily flow which are set out below and reflected in the recommendations.

Directors

62. In the first instance, the deletion of the existing Director posts, the Deputy Chief Executive and Assistant to the Chief Executive posts is proposed in recommendations (2)-(4). The reasons for the differing timescales are explained below.
63. The intention is for the new structure to be implemented with effect from 1 April 2014. Thus the posts of Deputy Chief Executive, Director of Corporate Support Services, Director of Finance and ICT, Director of Housing, and Director of Planning and Economic Development are recommended for deletion from that date.

Transitional arrangements for Key Director Posts

64. The Director of Environment & Street Scene is heavily involved in the procurement of the Waste Management Service. This important contract is being dealt with by competitive dialogue procedure and it is sensible to hand over the work at a suitably advanced stage. For that reason I propose to retain the post until 31st May 2014.
65. The Assistant to the Chief Executive is also the Returning Officer and Electoral registration Officer for the District. To hold those designations the appointed person must be an employee of the Council. Both District and European elections are due for 22 May 2014. To allow me the opportunity to observe this process from the point of view of succession planning and to allow for any electoral petition (should one arise) to be dealt with by the outgoing Returning Officer, I propose to retain the Assistant to the Chief Executive post until 15 June 2014.
66. Having received indications from the Director of Environment & Street Scene, Director of Planning and Economic Development and the Assistant to the Chief Executive that they would wish to be considered for voluntary redundancy/early retirement, I am proposing that their requests be agreed from the dates referred to above. I do so having had the benefit of legal advice that the posts fall within the definition of redundancy and the views of the Directorate restructuring panel which are set out earlier in the report.
67. The consequential costs of agreeing the redundancies is set out in Appendix 7.
68. The Council is asked to formally agree the creation of the 4 Director posts the Restructuring Panel has indicated support for both the salaries and appointments to these posts. I am therefore recommending the following appointments be made with effect from 1 April 2014,

- Director of Communities,

A. Hall,

- Director of Governance (Solicitor to the Council & Monitoring Officer) C.O'Boyle,
- Director of Neighbourhoods (Deputy Chief Executive) D. Macnab,
- Director of Resources (Chief Financial Officer /s151 Officer) R. Palmer.

69. As the Council will appreciate, it was important to establish whether there would need to be ring-fenced interview arrangements to make these appointments. I had already established that 5 voluntary redundancy requests remained on the table after checking with the individuals concerned. I also wrote to the four individuals named above to establish their intentions as to a preferred position at Director level in the new structure. All 4 members of staff confirmed their preferences as set out in the previous paragraph. Thus, at Director level, appointments can be made to these four new posts.

Assistant Directors

70. In accordance with restructuring practice it is necessary to delete all of the existing Assistant Director posts and the Chief Internal Auditor post in order to recreate the posts and reporting lines within the new structure. Thirteen of the Assistant Directors affected are recommended to be assimilated into the new Assistant Director Posts with effect from 1 April 2014.

Current Post Title	New Post Title	Name
Assistant Director (HR)	Assistant Director (HR)	P. Maginnis
Assistant Director (Benefits)	Assistant Director (Benefits)	J. Twinn
Assistant Director (Revenues)	Assistant Director (Revenues)	R. Pavey
Assistant Director (Accountancy)	Assistant Director (Accountancy)	P.Maddock
Assistant Director (Legal)	Assistant Director (Legal Services)	A Mitchell
Assistant Director (Development Control)	Assistant Director (Development Management)	N. Richardson
Assistant Director (Community & Culture)	Assistant Director (Community Services)	J. Chandler
Assistant Director (Housing Property)	Assistant Director (Housing Property)	P Pledger
Assistant Director (Housing Operations)	Assistant Director (Housing Operations)	R. Wilson
Assistant Director (Private Sector & Resources)	Assistant Director (Private Sector Housing & Communities Support)	L. Swan
Assistant Director (Forward Planning, Conservation & Policy)	Assistant Director (Forward Planning & Economic Development)	K.Polyzoides

Assistant Director (Environmental & Neighbourhoods)	Assistant Director (Neighbourhood Services)	J. Nolan
Assistant Director (Technical Services)	Assistant Director (Technical Services)	Q. Durrani

71. The Chief Internal Auditor, B Bassington also assimilates to the Chief Internal Auditor post in the new structure.
72. Having received indications from the Assistant Director (Facilities Management & Emergency Planning) and the Assistant Director (Democratic Services) that they would wish to be considered for voluntary redundancy/early retirement, I am proposing that their requests be agreed. I do so having had the benefit of legal advice that the posts fall within the definition of redundancy and the views of the Directorate restructuring panel which are referred to earlier in the report. In the case of the Assistant Director (Facilities Management & Emergency Planning) this would be with effect from the 1 April 2014.
73. The Assistant Director (Democratic Services) is also the Deputy Returning Officer so for the reasons referred to earlier in relation to the Assistant to the Chief Executive I intend to retain this post until after the elections. Thus the effective date will be 14 June 2014
74. The consequential costs of agreeing the redundancies are also set out in Appendix 6.
75. The newly assimilated Assistant Director (Forward Planning and Economic Development) is currently on maternity leave. The Forward Planning aspects of the post are being covered by an interim appointment. It is intended to therefore create a temporary Assistant Director (Economic Development & Asset Management) post for 12 months from 1 April 2014 in order to progress these duties in the absence of the postholder. The postholder will report to the Director of Governance during this transition period as the current management of various Council owned and associated sites has achieved a degree of momentum which I would wish to see continue whilst the Director of Neighbourhoods progresses the Local Plan and the Waste Strategy.
76. The Assistant Director (ICT & Facilities Management) and the Assistant Director (Governance & Performance Management) are the only two Assistant Director posts where direct assimilation is not possible as the new posts are not sufficiently similar to the existing roles.
77. The Assistant Director (Finance & ICT) has indicated a desire to apply for the new post of The Assistant Director (ICT & Facilities Management). This post will be ring fenced, albeit to a ring fenced group of one, as the Assistant Director (Finance & ICT) is the only Assistant Director then at risk. The appointment process will be conducted as soon as practicable by the Director of Resources, in accordance with the Council's policy.
78. For the Assistant Director (Governance & Performance Management) post, it is proposed to advertise internally in the first instance. The appointment process will be conducted as soon as practicable by the Director of Governance, in accordance with the Council's practices.

Officer Delegation

79. I am recommending that the Monitoring Officer should review officer delegation in the light of the responsibilities which will operate in the new Directorate structure. After consideration by officers, the proposals will be submitted to the Constitution & Member Services Scrutiny Panel prior to adoption by the Council as part of the Constitution. This review should be in place before the structure comes in operation on 1 April 2014.

Conclusion

80. I have taken time to produce a new structure that is inclusive of viewpoints from staff, Members and the Trade Unions, which will enable us to manage the challenges ahead whilst delivering cultural change through our accepted values and behaviours.
81. In addition, my proposals produce savings of £353,700 with a payback period of 12.6 months for the one-off costs of £371,400.
82. There are no compulsory redundancies and appointments and assimilations, should they be agreed this evening, will allow for an orderly and effective transition to the new arrangements with effect from 1 April 2014.