

# FAREHAM

## BOROUGH COUNCIL

### Report to Council

**Date:** 12 October 2017

**Report of:** Chief Executive Officer

**Subject:** Management Structure

#### SUMMARY

The purpose of this report is to set out the details of a new senior management structure for the Council.

#### RECOMMENDATION

That the Council approves:

- (a) the deletion of the current post of Director of Operations;
- (b) the creation of a new post of Managing Director of Fareham Housing, and the transfer of Paul Doran into the post with effect from 1<sup>st</sup> November 2017;
- (c) that authority be given to the Chief Executive Officer to amend the Constitution, including but not limited to the Scheme of Delegation to Officers to transfer functions currently under the responsibility of the Director of Operations amongst other senior managers, as appropriate; and
- (d) that the Chief Executive Officer be authorised to make the necessary amendments to the Pay Policy statement for 2017-18 to reflect the above approved changes.

## **INTRODUCTION**

1. The purpose of this report is to propose a new senior management structure for the Council to be implemented from 1 November 2017.

## **BACKGROUND**

2. There are two factors driving the need for change.
3. The first is the growing need to manage the delivery of affordable housing across the Borough in a more coordinated and business-like way. The Council's Corporate Vision recognises that we need to work closely with our key partners to enable and support a diverse housing market so that residents have access to good quality housing that is affordable and offers a choice of tenures. The proposed changes to the management structure outlined below would help us to focus on this corporate priority.
4. Secondly, over the last year, it has become increasingly clear that the Council's management resources are being stretched. This results in some senior managers juggling a heavy workload and finding it increasingly difficult to allocate sufficient time to plan and improve services.
5. Whilst the Council has a good track record in delivering major projects, there is still room for improvement. A more focused approach, as described below, should result in faster delivery of major projects as well as providing senior managers with more time to manage day to day service delivery.
6. The problem is particularly acute in the Department of Operations which includes a wide portfolio of services including housing, benefits, council tax, business rates, building maintenance, streetscene, leisure, emergency planning, parking and enforcement.
7. The proposals outlined below mainly relate to the roles of Director of Operations (Paul Doran), the Head of Leisure and Environmental Services (Mark Bowler) and the Head of Corporate Services (Lindsey Ansell).

## **MONITORING OFFICER ROLE**

8. As well as currently undertaking the role of Director of Operations, Paul Doran also acts as the Council's Monitoring Officer. It is proposed that he will continue as Monitoring Officer in the future.

## **"FAREHAM HOUSING"**

9. It is proposed to establish a new housing department which would be responsible for the strategic direction of social housing provision in the Borough; effective liaison with other social housing providers; the rationalisation, maintenance and improvement of the Council's housing stock; effective estate management; the construction of new housing units; the allocation of vacant properties; tenancy and leaseholder management, and the provision of housing benefits and advice.

10. The Department would be called “Fareham Housing” and would be managed as a *business* under the leadership of a new post entitled “Managing Director of Fareham Housing”. It is proposed that Paul Doran is transferred into this role and that the Director of Operations post is deleted from the establishment.
11. The term “Managing Director” is being used to reflect the business-like approach that will be adopted in the future.
12. The following teams would transfer to the new Department: -
  - Strategic Housing
  - Tenancy services
  - Benefits
  - Building Maintenance
  - Housing Administration
  - Land Charges and Leaseholder Management
13. As well as managing the day to day operation of the Council’s housing services, there is a need to rationalise the existing housing stock owned by the Council, making better use of the land and assets available. As such, “Fareham Housing” would drive forward a capital investment programme of new buildings, considering the feasibility of regeneration on some of the older housing estates.
14. The Managing Director would determine the future employee structure of “Fareham Housing” in consultation with the Chief Executive Officer. Whilst the department would operate as a business, the Council’s corporate governance procedures, rules and regulations would still take precedence. The Council’s support services would also be used at all times.
15. In simple terms, the annual income generated through rents, fees and charges would provide the main funding stream for “Fareham Housing”. It would be the responsibility of the Managing Director to allocate resources within the agreed budgetary envelope. The housing advice and benefits service would continue to be funded from the General Fund.
16. A Council accountant would be assigned to “Fareham Housing” and would be an integral part of the departmental management team providing advice, guidance and support.
17. In terms of political governance, the Managing Director would provide support and advice to the Executive Member for Housing and the Chairman of the Housing Panel. The main role of the Housing Panel would be to scrutinise and monitor the performance of “Fareham Housing”.

## **STREETSCENE**

18. The services provided by the Streetscene Team include grass cutting, Fareham in Bloom, grounds maintenance, street cleaning, waste collection, recycling, cemeteries, burials, the crematorium, street furniture, public conveniences and bus shelters. The team is also responsible for the procurement and maintenance of the Council's fleet of vehicles.
19. In the future, it is proposed that this team will be managed by a new post of Head of Streetscene reporting directly to the Chief Executive Officer. The only reason for this direct reporting line is to reduce the workload burden on the three Directors. The post would not be a member of the Chief Executive's Management Team.
20. Mark Bowler will be transferred into this role and the existing post of Head of Leisure and Environmental Services will be deleted from the establishment.
21. In terms of political governance, the Head of Streetscene will provide support and advice to the Executive Member for Streetscene and the Chairman of the Streetscene Panel.
22. Given the nature of the services provided by the Streetscene Team, it would make sense to also transfer the following services into the Team: -
- The Countryside Rangers
  - The maintenance/booking of sports pitches, pavilions, greens and courts
  - The maintenance of children's play areas
  - All activities relating to the maintenance of the Henry Cort Sculpture Park in West Street, Fareham.
23. With the agreement of the Executive Leader, it would be helpful if these services were also transferred to the portfolio for the Executive Member for Streetscene, enabling officer and member structures to mirror each other.

## **PARKING AND EMERGENCY PLANNING**

24. It is proposed that the Head of Parking and Enforcement and his team transfer to the Department of Planning and Regulation.
25. In terms of political governance, the Director of Planning and Regulation would then be responsible for providing support and advice to both the Executive Member for Planning and the Executive Member for Health and Public Protection (plus the Chairmen of the two supporting Panels).

## **LEISURE AND COMMUNITY**

26. The changes outlined above would result in a vacancy at senior management level with responsibility for the Leisure and Community Team.
27. It is proposed that this role is added to the responsibilities of Lindsey Ansell, Head of Corporate Services. The job title would change to Head of Leisure and Corporate Services.
28. Assuming the changes identified in paragraph 22 above are implemented, the post-holder would take on additional management responsibility for the Council's Leisure Strategy; Community Grants; undertaking the "client role" for Leisure Centres, the Museum and Community Centres; managing Ferneham Hall; liaison with other leisure providers in the Borough; sports development; community development; activities for children and young people; and town centre events.
29. In terms of political governance, the Head of Leisure and Corporate Services would provide support and advice to the Executive Member for Leisure and Community and the Chairman of the Leisure and Community Panel.

## **COUNCIL TAX AND BUSINESS RATES**

30. The team currently dealing with Council Tax and Business Rates would transfer from the current Department of Operations to the Department of Finance and Resources.

## **OFFICER SUPPORT TO PANELS/COMMITTEES**

31. As a result of these changes, the senior management support to various portfolios/committees/panels would be as follows: -

- Council - (Peter Grimwood)
- Executive - (Peter Grimwood)
- Scrutiny Board – (Andy Wannell)
- Planning Committee – (Lee Smith)
- Licensing and Regulatory Affairs Committee – (Ian Rickman)
- Audit and Governance Committee – (Elaine Hammell)
- Appeals Committee – (Sarah Robinson)
- Executive Member for Housing - (Paul Doran)
- Housing Panel – (Paul Doran)
- Executive Member for Streetscene – (Mark Bowler)
- Streetscene Panel – (Mark Bowler)
- Executive Member for Leisure and Community – (Lindsey Ansell)
- Leisure Panel – (Lindsey Ansell)
- Executive Member for Planning and Development – (Richard Jolley)
- Planning and Development Panel – (Claire Burnett)
- Executive Member for Health and Public Protection - (Richard Jolley)
- Health and Public Protection Panel – (Richard Jolley)
- Executive Member for Policy and Resources – (Andy Wannell)

## **DELEGATED POWERS**

32. The Chief Executive Officer (as Head of Paid Service) has delegated authority to make the majority of decisions on staffing structures within an agreed establishment budget.
33. However, Standing Orders require a decision by Council regarding both the appointment of and/or deletion of a Chief Officer post. This includes any changes to the designation of Directors post titles.

## **FINANCIAL IMPLICATIONS**

34. There would be no changes to senior management grades as a result of this restructure. As such, there would be no additional costs incurred.

## **CONSULTATION**

35. The proposals contained within this report are subject to a formal consultation process with the Trade Unions and affected employees. Any feedback will be reported to the meeting of the Council on 12 October 2017 to assist the decision-making process.

## **CONCLUSION**

36. In summary, the main changes to senior management roles would be as follows: -

- Managing Director (Fareham Housing) – Paul Doran
- Head of Streetscene – Mark Bowler
- Head of Leisure and Corporate Services – Lindsey Ansell

37. The full senior management structure for the Council is set out in Appendix A.

**Appendices:** Appendix A: Senior Management Structure Chart

**Background Papers:** None

**Reference Papers:** Fareham Borough Council Constitution

**Contact:** For further information please contact Peter Grimwood. (Ext: 4300)

## Management Structure Chart

