

## NORTH LINCOLNSHIRE COUNCIL

### SPECIAL COMMITTEE ON SHAPING THE COUNCIL

9 June 2009

**PRESENT:** Councillors Kirk, Mrs Redfern and Swift

Simon Driver, Jeff Tattersall and Mel Holmes also attended the meeting.

The committee met at Pittwood House, Scunthorpe.

- 81 **APPOINTMENT OF CHAIR - Resolved** - That Councillor Kirk be and he is hereby appointed chair of the committee.

Councillor Kirk thereupon took the chair.

- 82 **EXCLUSION OF THE PUBLIC - Resolved** - That the public be excluded from the meeting for the consideration of the following item (minute 83 refers) on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

- 83 **THE MANAGEMENT STRUCTURE OF THE COUNCIL** - The Chief Executive submitted a report which considered the key challenges the council faced and considered the possible changes to its senior management structure to most effectively meet these challenges.

The council had been running a two tier council management model of a three post executive management team and a larger group of service directors that combined to form the council management team (CMT) for the last 5 and a half years. However, the post of Deputy Chief Executive Communities had been vacant for the last two years. The envisaged structure based on the shared ambitions had therefore not operated in full. The Chief Executive, the Deputy Chief Executive Individuals and other Service Directors had covered the roles and responsibilities of the vacant post.

New challenges had now been set for local authorities to meet the outcomes of the current reviews into children's services nationally. These included the Department for Children, Schools and Families (DCSF) review of children's trusts, the revision of statutory guidance on the role of the Director of Children's Services (DCS) and the follow up to the Haringey Joint Area Review (JAR) report following the death of Baby P. In addition Lord Laming's current investigation into related safeguarding issues underlined the need to ensure that the DCS postholder was fully and properly engaged with the operation of the council's Children's Services without the distraction of additional duties. There was now proposed new guidance on the role and responsibility of the Director of Children's Services. This reinforced the need to put children at the heart of what the council did and to provide clear accountability and responsibility across all children's services and take the lead in the wider community. There was also a need to re-focus the Deputy Chief Executive role to provide corporate and executive functions.

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As a result, two pieces of work had been commissioned by the Chief Executive on the grading and pay of Service Directors linked to the development of council management structures and arrangements for corporate management. The Local Government Employers (LGE) had been asked to look at the pay and grading of the posts compared with similar posts elsewhere and secondly the posts had been HAY evaluated in line with the council's grading scheme for senior posts to compare internal relativity with each other.

The report considered the findings of the LGE report following an examination by that organisation of the job information, structure and existing salary information as compared with other similar posts in Yorkshire and the Humber and the North East. From that work a number of recommendations had been made within the report in relation to the banding of the posts of Service Director with the post of Director of Children's Services being set on a new single salary point above the level of Service Directors but below that of Deputy Chief Executive and Chief Executive.

The report also referred to the extensive consultations carried out in accordance with the council's protocols including with Service Directors, individuals directly involved and trade unions and other stakeholders. These included the various headteacher groups. The report indicated that the period of consultation had been extended beyond that laid down to allow for further comments to be made and the report now reflected the main thrust of the comments made, whilst retaining the integrity of the Council Management Team structure. In particular, there had been changes made to the timing of the review of children's services below the post of Director and to the proposed remuneration level of that post. The Chief Executive updated the committee on the very constructive consultations that had been undertaken which reflected the importance of this matter.

**Resolved** - (a) That the changes to the Executive Management Team structure as outlined in the report be approved; (b) that the Deputy Chief Executive - Individuals be designated into the post of Deputy Chief Executive; (c) that the posts of Service Directors Learning, Schools and Communities and Children, Strategy and Partnerships be deleted from the establishment; (d) that the post of Service Director Children's Services be created to manage the integrated children's service and act as the council's designated Director of Children's Services; (e) that that post be filled by ring fenced expression of interest in accordance with the council's review protocols; (f) that a temporary post of Service Director for Transition and Development be created; (g) that a detailed review of the Senior Management Structure of the new Children's Service be completed within 3 months to ensure adequate capacity exists to manage the fully integrated service, and (h) that the proposed grades and pay levels as detailed in the report be approved and adopted.