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Chief Executive  
Jaki Salisbury

**TO EACH MEMBER OF THE  
CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE**

0926 June 2008

Dear Councillor

**CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE - Tuesday 10 June 2008**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following supplementary report(s).

<b>Agenda Item</b>	<b>Description</b>
L4.	CREATING CENTRAL BEDFORDSHIRE: RECOMMENDED MANAGEMENT STRUCTURE AND RECRUITMENT PROCESS  <i>Please find attached the comments from the Corporate Resources Transitional Task Force regarding this matter.</i>

Should you have any queries regarding the above please contact Democratic Services on  
Tel: 01462 611033

Yours sincerely

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Democratic Services Manager  
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## SHADOW EXECUTIVE, 10 JUNE 2008

### RESPONSE OF THE CORPORATE RESOURCES TRANSITIONAL TASK FORCE TO:-

#### Item L4, Creating Central Bedfordshire: Recommended Management Structure & Recruitment Process

1. At its meeting of 4<sup>th</sup> June 2008, the Corporate Resources Transitional Task Force considered the report of the Leader, Deputy Leader and Corporate Resources Portfolio Holder, which outlined the proposed management structure, recruitment process and associated interim management issues in respect of Central Bedfordshire. Members of the Task Force debated the report at length and agreed that the following comments be submitted to the Shadow Executive for consideration at today's meeting:-

#### ***General Overview***

2. It was the Task Force's firm belief that whilst it was important to consider sub regional, regional and national issues when creating a flagship authority, of greater (not equal) prominence was the need to provide a first class service to local residents. (page 6, sixth bullet point refers)

#### ***Management Structure***

3. In considering the various options for a management structure at Central Bedfordshire, Members were inclined to favour Option 3 (Annex G) albeit with some modification. Attached to this report (Appendix A) therefore is an amended management structure based upon Option 3. There was unanimous Member support for this amended structure and outlined below are the Task Force's reasons behind each amendment:-
  - (i) *Deputy Chief Executive.* It was the Task Force's opinion that there was no requirement for a Deputy Chief Executive post. It was entirely feasible for this role to be picked up by directors on a rotating basis.
  - (ii) *Customer Services.* Given the importance placed upon the provision of excellent customer service by all three existing authorities and the cross-cutting nature of the function, it was the Task Force's opinion that there was a strong argument for the creation of a Director of Customer Services, having direct responsibility for the services/functions outlined in the attached structure chart.
  - (iii) *Community Safety.* It was Members' opinion that this service had greater synergy with the directorate of Social Care, Health & Housing than with Sustainable communities and should be relocated accordingly. This would also have the advantage of reducing the number of services within Sustainable Communities, which to Members, currently seemed too onerous when compared to other directorates.

- (iv) *Human Resources*. Given the strong links to Finance and Legal services and the need for a corporate overview of all organisational resources, it was Members' opinion that it was entirely sensible to locate Human Resources within the Corporate Resources directorate.
- (v) *Revenues & Benefits*. Given that this function provided a significant front line, customer facing service, it was Members' opinion that the function should sit within the proposed Customer Services directorate.
- (vi) *Leisure & Culture*. This was the only service that created some division between Members and no consensus was therefore reached. Half of the Task Force favoured locating the service within the Children, Families & Learning directorate because of the natural synergies between these two areas, and the remaining half favoured its retention within the Sustainable Communities directorate due to the developmental nature of the service and the links to managing infrastructure deficit issues generally. The Task Force therefore agreed to request the Shadow Executive consider this matter further.

### ***Salaries and Salary Bands***

4. There was a unanimous view from Members of the Task Force that if Central Bedfordshire wished to become a flagship authority then it needed to attract the best employees, particularly within the senior management structure and it could only achieve this if salaries were competitive and matched the best in the market.
5. It was Members' opinion that for Director level posts and above there should be maximum flexibility regarding salary levels. Salary bands should therefore be removed for these posts and Central Bedfordshire should be prepared to pay what the market dictates to secure the services of the best people for the job.

### ***Recruitment***

6. It was Members' strong opinion that Central Bedfordshire should begin the recruitment process for the posts of Chief Executive and Directors immediately following approval of the management structure, so that all key posts were filled as soon as possible. Members also believed that, if at all possible, the post of Chief Executive should be filled earlier than those of the directors so that the Chief Executive appointed could influence the outcome of director level appointments.

### ***Corporate Resources Directorate***

7. Following consideration of the top two tiers of senior management, the Task Force also debated the proposed composition of the Corporate Resources directorate tabled by officers and suggested the creation of the following Heads of Service:-
  - Financial Services (inc. Procurement)
  - Human Resources & Organisational Development
  - Property & Asset Management (officers had proposed a joint Property & ICT Head of Service)

- ICT & Knowledge Management (officers had proposed a joint Property & ICT Head of Service)
  - Corporate Governance (to include Legal & Democratic Services, Internal Audit & Risk Management and possibly Business Continuity, Emergency Planning and Health & Safety) (officers had proposed that Internal Audit & Risk Management should be a separate Head of Service, possibly at level 2 remuneration)
8. The Task Force also agreed that, at least for an initial 3 year period, the Director of Corporate Resources should be a qualified accountant and the Authority's designated Section151 officer (Chief Finance Officer).

***Recommendations***

9. In summary, the Corporate Resources Transitional Task Force recommends that the Shadow Executive:-
- (i) Adopts the modified management structure as outlined in Appendix A attached;
  - (ii) Agrees that the role of Deputy Chief Executive be rotated amongst directors;
  - (iii) Considers where best to locate Leisure & Culture services;
  - (iv) Supports the view that there should be maximum flexibility with regard to the salary levels for the Chief Executive and Directors, with no salary banding for these posts;
  - (v) Agrees to the appointment of a Chief Executive and all Directors for Central Bedfordshire as soon as feasibly possible; and
  - (vi) Supports the creation of 5 Heads of Service within the Corporate Resources directorate, as outlined above.

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# Modified Central Bedfordshire Management Structure

**Chief Executive**

**Customer Services**

Policy & Performance  
 Overview & Scrutiny  
 Customer Service  
 Marketing  
 Public Relations  
 Business Transformation  
 Revenues & Benefits

**Corporate Resources**

Finance  
 Human Resources  
 ICT  
 Property  
 Corporate Governance

**Children, Families & Learning Services**

Education  
 Children's Social Care  
 Development & Commissioning  
 Integrated Services  
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**Social Care, Health & Housing**

Landlord Services  
 Adult Social Care  
 Needs & Assessment  
 Social Care Strategy  
 Community Safety

**Sustainable Communities**

Economic Development/Growth  
 Highways & Transport  
 Development Management  
 Sustainable Policy Development  
 Environmental Services  
 Minerals, Waste  
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\* NOTE: Leisure & Culture to be placed in either Children, Families & Learning Services or Sustainable Communities

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