

## Cabinet Urgency Committee (Written Urgency Procedure)

<b>Date:</b>	<b>21 July 2011</b>
<b>Classification:</b>	<b>For General Release</b>
<b>Title:</b>	<b>Strategic Executive Board Review and Related Matters</b>
<b>Report of:</b>	<b>Chief Executive and Director of Human Resources</b>
<b>Wards Involved:</b>	<b>None</b>
<b>Policy Context:</b>	<b>Meeting the challenges of current financial climate</b>
<b>Financial Summary:</b>	<b>The savings shown form part of the Council's 2011/12 budget.</b>
<b>Report Author and Contact Details:</b>	<b>Graham White Director of Human Resources Tel: 020 7641 3221 Email: <a href="mailto:gwhite1@westminster.gov.uk">gwhite1@westminster.gov.uk</a></b>

### **1. Executive Summary**

- 1.1 Westminster City Council needs to continuously adapt to changing circumstances, challenges and opportunities. One of the current priorities is to continue to deliver the best services with fewer resources. A review of the council's organisational model in line with new ways of working and improved systems and processes necessitates a review of the council's management structure, in particular the nature and number of posts required at senior level. The Strategic Executive Board (SEB) is responsible for the overall management of the council, for setting and monitoring overall direction, ensuring high performance and for overall risk and reputation management. SEB as the most senior management group in the council represents a significant salary cost and it is therefore logical to examine ways of achieving savings at this level.
- 1.2 Following the decisions to make the Strategic Director Resources and the Head of Commissioning-Customers redundant it is necessary to review the location of the duties assigned these posts.

## **2. Proposed Decisions**

- 2.1 That the current post of Strategic Director for Resources be deleted with immediate effect.
- 2.2 That the ICT, Procurement , and Property Services currently reporting to the Strategic Director for Resources be merged under the remaining SEB functions with immediate effect in accordance with the allocations set out in paragraph 3.3 below and that the post of Strategic Director, Finance and Performance be re-designated Chief Operating Officer with no change in grade.
- 2.3 That the CE undertake responsibility for the HR, Libraries Services (including Registrars) Sports and Leisure and WAES with no change in grade.
- 2.4 That the Chief Executive be given delegated authority, in consultation with the relevant Cabinet Members, to approve flexible retirements at SEB level and any savings returned to the relevant budgets (see para 3.9).
- 2.5 That for the reasons set out in paragraph 3.7 below the post of Head of Policy, Planning and Performance be deleted with immediate effect, and the existing postholder be assimilated to the post of Assistant Chief Executive ( see para 2.7)
- 2.6 That the post of Head of Commissioning- Customers be deleted with immediate effect, the allocation of duties as set out in paragraph 3.6 below.
- 2.7 That the post of Assistant Chief Executive be created at 0.8FTE with the tasks allocated as set out in paragraph 3.8 below at a grade determined by the Director of Human Resources..
- 2.8 That the vacant post of Deputy Chief Executive be deleted with immediate effect.

## **3. Background**

- 3.1 In 2008, as part of the work instigated by the Cabinet Urgency Committee on 28 November 2008 agreed the first phase of the redesign of the Council's Strategic Management Structure. Further reports to the Cabinet Urgency Committee (30.3.09) and the Cabinet (8.6.09), July (6.7.09) and 23 September 2009 agreed the existing structure.
- 3.2 The transformation of the Council requires changes at all levels. The earlier stages have looked particularly at levels below SEB and SLT level, as the responsibility for the implementation of much of the transformation programme fell inevitably on these postholders. The Council's budget requires a review of posts at this level whilst other aspects of the transformation programme continue. The proposals in this report include changes which, if agreed, reduce the number of posts at Chief and Deputy Chief Officer level.
- 3.3 The deletion of the post of Strategic Director Resources as proposed requires the functions to be reallocated. The following is proposed:

**HR Services** to: Chief Executive  
**ICT** to: Chief Operating Officer  
**Procurement** to: Chief Operating Officer  
**Property Services:** to Chief Executive

- 3.4 A further change of the allocation of tasks is required as a result of the departure of Helen Walters to lead the establishment of the London Health Improvement Board and overseeing the Mayor's Public Health activity.
- 3.5 As a result the CE will oversee at SEB level the creation of the Westminster Health and Wellbeing Board and Sports and Leisure. Chairmanship of the Active Westminster Board will be as determined by the Chief Executive in consultation with Leaders. This will enable the Interim Strategic Director Adult Services to concentrate on the delivery of Adult Care Services.
- 3.6 The deletion of the post of Head of Commissioning – Customers allows for a provision of change overseen by the Customer Strategy Group Chaired by the Chief Executive.
- 3.7 The proposals also include the deletion of the post of Head of Policy, Planning and Performance. The unit in question will be disbanded and staff and functions transferred throughout the Council with a decrease in staffing.

In particular, operational performance is being merged with commissioning support and policy with Member Support. A Strategic Performance team will be created with an intelligence function and complaints function in the Finance department.

- 3.8 The post of Assistant Chief Executive (FTE 0.8) is proposed to be established. The post is intended to provide assistance to the Chief Executive and SEB in respect of all of their duties and will include leading on cross cutting commissioning across the Council, Strategic corporate projects as directed by the Chief Executive and taking the strategic lead to deliver city-wide outcomes.
- 3.9 The City Council has introduced a flexible retirement scheme. This allows staff, particularly long serving staff, to reduce their working hours whilst still providing the Council with much valued experience. SEB Members are entitled to apply under the scheme and it is proposed that the Chief Executive be given delegated authority to approve requests in consultation with the relevant Cabinet Members. The Chief Executive will need to assess applications and the service implications arising. The resultant savings will be allocated to the appropriate budget. As the scheme is intended as a cost saving measure no replacement for the hours reduced would be sought.
- 3.10. The post of Deputy Chief Executive has been vacant since 2009 and savings have already been realised. Deletion of the post will formalise the current arrangements for SEB

#### **4. Financial Implications**

- 4.1 The savings achieved by any reduction by approving SEB flexible retirements would be returned to relevant budgets as part of a contribution towards the overall budget targets.
- 4.2 The Chief Operating Officer, the proposed new title for the Strategic Director of Finance and Performance will retain the S.151 functions.
- 4.3 The cost of the additional post of Assistant Chief Executive will be offset by the deletion of the post of Head of Policy, Planning and Performance which is expected to be evaluated at the same salary level. The reduction of this post to FTE 0.8 will also give rise to budget savings.

#### **5. Legal Implications**

- 5.1 Staffing arrangements for the Strategic Executive Board are within the Cabinet's area of responsibility.
- 5.2 The proposals in this report will require a review of the existing Scheme of Delegations. This will be reported to the relevant Cabinet/Committees in the Autumn.
- 5.3 The City Council has power under Section 112 of the Local Government Act 1972 to appoint staff on the terms and conditions as it sees fit.
- 5.4 Current procedures in place for the management of staff during this period of vulnerability and redundancy are being managed under guidelines compliant with both UK and European employment legislation and fully comply with current equality legislation.

#### **6. Staffing Implications**

- 6.1 As stated the Chief Executive is currently reviewing membership of the Strategic Executive Board to ensure it meets the needs of the council's organisational model, Subject to the approval of this report the above arrangements that will be put in place will adequately support staff in affected services and those who receive these services. Any review of current staffing arrangements and associated changes flowing from approval of this report will form the subject matter of separate reports / approvals as necessary

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Graham White: Tel: 020 7641 3221  
Email: [gwhite1@westminster.gov.uk](mailto:gwhite1@westminster.gov.uk)**

#### **BACKGROUND PAPERS**

- Reports referred to in paragraph 3.1

**CITY OF WESTMINSTER**

**STANDING ORDER 40 – DECISIONS BETWEEN MEETINGS**

**To: Mick Steward**

**Tel: 020 7641 3134 Fax: 020 7641 2917**

**From: Councillor \_\_\_\_\_  
Member of Urgency Committee of Cabinet**

**Subject: Strategic Executive Board Review and Related Matters**

I wish the following representations to be considered before a decision is taken in respect of the above mentioned Cabinet Urgency Committee report:

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**RETURN TO MICK STEWARD, COUNCIL, CABINET AND COMMITTEE  
SECRETARIAT, 15<sup>TH</sup> FLOOR, CITY HALL, 64 VICTORIA STREET, SW1E 6QP**