

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

11th September 2008

AUTHOR/S: SMT

REVIEW OF THE POLICY, PERFORMANCE AND PARTNERSHIPS SERVICE AREA AND PROPOSED REVISED SENIOR MANAGEMENT STRUCTURE

Purpose

1. To consider the outcome of a review of the new corporate management arrangements in relation to the former Policy, Performance and Partnerships (PPP) service area agreed by Cabinet in April 2008.
2. To consider options for a revised senior management structure that takes account of the outcome of the PPP review and the Council moving to at least a three person Senior Management Team (SMT) from 2009 as agreed in principle by Cabinet in April 2008.
3. This is a key decision because:
 - it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates.
 - it is not in accordance with the revenue budget, capital programme or borrowing limits approved by the Council, subject to normal virement rules.
 - it increases financial commitments (revenue and / or capital) in future years above existing budgetary approvals.
 - it requires the appointment of additional permanent staff for which there is no budgetary provision.and it was first published in the June Forward Plan.

Executive Summary

4. The review of the corporate management arrangements has focused on those teams that were formerly part of the Policy, Performance and Partnerships (PPP) service area and are not included within the New Communities service area – Communications, Policy and Performance and Community Services.
5. It has primarily considered roles and responsibilities within the Community Services team to ensure a clearer community focus, closer alignment with key corporate objectives and priorities with existing resources targeted more effectively in these areas.
6. To mitigate against the risks of an increase in number of the Chief Executive's direct reports, corporate cross cutting briefs and corporate project management responsibilities have been assigned to members of the Council's EMT and other senior managers to sit alongside their operational responsibilities. This has provided some additional support and reduced some of the demands on the Chief Executive's time.
7. However, some impacts of the new corporate management arrangements agreed in April 2008 could not be addressed through the establishment of cross cutting briefs.

The terms of reference for the review has therefore included an assessment of options for a revised senior management structure that take into account the Council moving to at least a three person Senior Management Team and the potential outcomes of the Housing Futures process in 2009.

8. The advantages of considering options for a revised senior management structure at this early stage are:
 - to facilitate the more detailed planning and consultations that will need to take place to ensure an effective and smooth transition
 - to provide clarity on the impact on the structure of the organisation in the event of a housing transfer
 - to take the first steps in the succession planning process
 - to establish the financial implications and build these into the service planning and budget setting cycle for 2009/10 and inform the Medium Term Financial Strategy.
9. However, as the proposals for a revised management structure are partially dependent on the outcome of the Housing Futures process, it will not be possible to fully implement the proposed changes until the 2009/10 financial year.

Background

10. The current corporate management arrangements were introduced in 2006 with the express intention of promoting higher levels of corporate working and while the Corporate Governance Follow Up Inspection recognised progress in this area there is still some way to go.
11. In a report to Cabinet in April 2008 new corporate management arrangements were considered and agreed. These proposals included:
 - the establishment of a New Communities service and appointment of a Corporate Manager (New Communities) to lead that service in coordinating the Council's growth related activities
 - co-location of all teams and staff who are primarily working on the development of new communities
 - that the other former PPP service managers report into the Chief Executive to build a strong corporate core which can drive forward the delivery of the new Corporate Plan that will contain the actions arising out of the second phase of the Improvement Plan
 - that Senior Management Team resolve the detail of other reporting lines and composition of teams in discussion with senior managers and staff
 - that corporate cross-cutting briefs be established with Executive Management Team and other senior managers to further develop corporate working and promote senior management development
 - that these arrangements be reviewed by Senior Management Team in six month's time.
12. Further, SMT were requested to develop a succession planning strategy with a view to the Council moving to at least a three person Senior Management Team from 2009.
13. The New Communities corporate service area has now been established and the co-location of the teams and individuals who will form the new service was achieved following office moves that took place at the end of August. An appointment has also

been made to the Corporate Manager – New Communities post and Jo Mills will take up her new post with effect from 3 November.

14. The options for the future location of those PPP teams that have not become part of the New Communities service, which include Communications, Policy & Performance and Community Services teams have been considered over the last six months and the outcome of that review has informed the proposals set out in this report.
15. The options for a revised senior management structure that take account of this review and also the Council moving to at least a three person Senior Management Team from 2009 are also brought forward for consideration at this time as part of the development of a succession planning strategy as agreed by Cabinet in April.

Review of Policy & Performance and Partnerships

16. The primary focus of the review has been on the Community Services team as the early retirement of the Community Development Manager approved by Cabinet in July has presented an opportunity to look at roles and responsibilities within the team and their alignment with corporate objectives and priorities.
17. The review process and the development of the proposals for the restructuring of the Community Services team has fully involved all team members including those who have since transferred to New Communities to ensure that there are clear boundaries between and no duplication of roles – community development, community engagement and youth participation are examples of where responsibilities could potentially become blurred. It will therefore be important in taking forward any agreed proposals to involve key people within other services areas as well as the team in developing job descriptions.
18. The new 'Partnerships' team structure outlined at Appendix 1 incorporates the following proposals:
 - i) deletion of the post of Community Development Manager and establishment of a new Partnerships Manager post
 - ii) deletion of the Strategic Partnerships Officer post and creation of a new Community Partnerships Officer post
 - iii) the creation of a Community Liaison Officer post on a two year fixed term contract
19. The purpose of the new roles is to provide a clearer community focus, closer alignment with key priorities with existing resources targeted more effectively in these areas. The relevant key priority areas that have been identified are as follows:
 - Community engagement, including improved parish council liaison
 - Community cohesion, including travellers
 - Strategic partnerships including LAA, LSP, CDRP
 - Voluntary Sector Engagement through the Compact Process
20. For example one of the key responsibilities for the Community Partnership Officer will be to act as the main contact for parish councils and ensure timely, appropriate and consistent responses and communications with parish council representatives on matters referred to them. This will be through signposting to relevant services areas and co-ordination of actions and monitoring responses. They will also provide a resource to help take forward development of parish plans, the parish charter and key community projects.

21. The Community Liaison Officer will also work closely with parish councils and partner organisations to support and help develop Neighbourhood Panels. There is some SCDC funding available as monies earmarked to match fund a Police Community Support Officer (PCSO) post are no longer required for this purpose. The detailed job description would need to be discussed with the Crime & Disorder Reduction Partnership (CDRP) and should be outcome focussed in order that the CDRP and the Council can review its effectiveness in delivering joint objectives and agree future funding for the role accordingly.
22. The remaining posts within the proposed new 'Partnerships' team remain unchanged as they are fit for purpose. Further, as two of these three posts are funded through the CDRP any review of roles and responsibilities would need to be agreed through that partnership to ensure that shared objectives can be effectively delivered.
23. However, at one FTE the level of resource for work in relation to anti-social behaviour is considered to be a bare minimum and there is likely to be pressure to increase resources in this area to enable a more preventative and proactive rather than reactive service. Any additional resource would need to be provided directly by the Council as partnership funding is already supporting the Anti Social Caseworker post although the responsibility lies with the Council for addressing anti-social behaviour in its district. This resource issue will be considered as part of the service planning process for 2009/10.
24. The Policy and Performance team is led by the Policy and Performance Manager and includes a number of posts established in response to the 2006 CGI inspection as follows:

Equality & Diversity Officer
Scrutiny Development Officer
Policy & Projects Officer

The team also includes a Business Analyst post initially created as a fixed term contract arrangement to support the Transformation project in 2006 but more recently the role has been made permanent in order to take forward a programme of service reviews as part of the Council's performance management framework.
25. The other posts within the Policy and Performance team are as detailed below:

Customer Service Project Officer - provides operational support to the Service First corporate project team responsible for developing and implementation of the customer service strategy

Performance Improvement Officer - leading on the implementation of the new performance management system, Corvu, which should be fully operational by the end of this year.
26. As many of the posts within the team are new roles that have been established to address capacity and other issues identified as part of the CGI inspection, it is not proposed to make any substantive changes to the team in terms of roles or composition at this time.
27. However, it is suggested that the opportunity be taken to review the role and responsibilities and reporting lines for the Customer Service Project Officer as the current post-holder has given notice that they will be leaving the Council. The

purpose would be to raise the profile of customer service and enhance senior management capacity to support the Service First corporate project team to help deliver improvements across the Council.

28. Depending on the outcome of the review of the configuration of Customer Services the Corporate Projects Support Officer (formerly Inspire Project Officer) post could be located within the Policy and Performance or Customer Services team for at least the remainder of the fixed term contract that expires in March 2009. This post has proved a very valuable corporate resource to support cross cutting projects and themes and it is recommended that consideration should be given to making it permanent. This proposal will be included as part of the service planning process and will need to be prioritised according to the significant contribution it can make towards making progress with corporate projects – including Travel for Work.
29. It should be noted that two members of staff within the Policy & Performance team have indicated their intentions to consider retirement options within the next few months.
30. It is recommended that should any posts become vacant authority be delegated to the Chief Executive, in consultation with the Leader, to review roles and responsibilities and approve any changes in respect of posts, within existing budgets, prior to any recruitment processes. This would be with a view to ensuring that the Policy & Performance and Customer Service staffing resources are fit for purpose into the longer term.

Revised Corporate Management Arrangements

31. The Communications, Policy & Performance and Community Services teams all play a significant corporate role and have been central to the delivery of the CGI improvement plan. In this sense, there is a rationale for them to report directly into the Chief Executive. However, this arrangement has significantly increased the number of Chief Executive direct reports as illustrated by the existing management structure attached at Appendix 2.
32. To mitigate against the risks of the increase in number of the Chief Executive's direct reports following the review of corporate management arrangements in April 2008 corporate cross cutting briefs and corporate project management responsibilities have been assigned to members of the Council's EMT and other senior managers to sit alongside their operational responsibilities. This has provided additional support and reduced some demands on the Chief Executive's time.
33. However, some impacts of the increased line management responsibilities have not been addressed through the establishment of cross cutting briefs for EMT and other senior managers. These are principally on the Chief Executive's ability to engage in the strategic matters of concern to the Council, the level of support available to those service managers who report to him and the Council's ability to engage in and influence through senior officer representation a number of key partnerships.
34. The terms of reference for the review have therefore included an assessment of options for a senior management structure that take into account the Council moving to at least a three person Senior Management Team as agreed in principle at Cabinet in April 2008 and the potential outcomes of the Housing Futures process in 2009.

35. In undertaking this latest review of corporate management arrangements the objectives have been consistent with those that were set out in the earlier report to Cabinet in April this year as follows:
- To ensure that the Council's corporate management structure is robust, aligned with corporate objectives and political priorities, and fit for purpose for at least the next two years.
 - To close the review of the Policy, Performance & Partnerships service
 - To ensure that corporate initiatives started as part of the Council's 'Inspire' Improvement Plan are taken forward and that momentum is not lost
 - To increase senior management capacity
 - To form part of the succession planning process that will ensure that the Council is in the best position to manage significant change in 2009/10
36. The options for a revised senior management structure build on the corporate management arrangements agreed in 2006, as amended in April 2008, to reflect the creation of the New Communities service area, and propose the establishment of a new corporate service area.
37. The proposals support the principle that responsibility for the Communications, Policy & Performance and Community Services teams should remain with the Chief Executive as they will help build a strong corporate core that can drive forward the delivery of the Corporate Plan that includes actions arising out of the second phase of the Improvement Plan. However, the number of direct reports to the Chief Executive can be reduced and at the same time senior management capacity enhanced.
38. The new corporate manager role would be able to provide enhanced capacity to take forward the following areas:
- Scrutiny development
 - Service planning and performance management
 - Senior level representation on key strategic partnerships
 - 'Champion' and/or lead role on cross cutting projects, strategies and priorities including community engagement, improving parish council liaison, community cohesion (including travellers) and the customer service strategy
39. In addition to increasing senior management capacity and reducing the number of direct reports to the Chief Executive the proposal has the advantage of necessitating minimal change. Further, where adjustments are required to the organisational structure the impact is principally at senior management level thereby providing stability for the majority of staff within the organisation.
40. The new corporate service area led by a senior manager and the assignment of cross cutting briefs to members of EMT should together address the issues identified as potential constraints on senior management capacity in key corporate areas arising from the loss of the Improvement Manager.
41. The new corporate manager post could be substantially funded from 2009/10 by making the post of Head of Housing Strategic Services redundant. The senior management responsibilities attached to that post have been incorporated within those of the Corporate Manager - Affordable Homes. The Housing Strategy Manager has temporarily assumed line management responsibility for the Housing Development & Enabling team following the appointment of the Head of Housing

Strategic Services post-holder as project manager for the Housing Futures process in May 2007.

42. The configuration of services to be located within the new corporate service area will be dependent on the outcome of the Housing Futures process and the potential scenarios are as set out below.

Scenario 1

43. This option is illustrated in Appendix 3 and outlines an indicative senior management structure in the event that a housing transfer does not proceed.
44. The new corporate area would include the Partnerships, Policy & Performance, Communications and Electoral Services teams and would be led by a Corporate Manager – Community & Customer Services who would report to the Chief Executive.

Scenario 2

45. This option is illustrated by Appendix 4 and outlines an indicative senior management structure in the event that a housing transfer goes ahead.
46. This option reflects the need for more significant organisational change, particularly within corporate services, as a result of any proposed transfer of homes and landlord housing services to a new local housing association landlord.
47. The Executive Director - Corporate Services would need to consider options for restructuring corporate services to ensure that staffing levels and roles are appropriate for an organisation without a landlord housing service. This process should help identify both short and longer term savings that can be achieved that will reduce central recharges to ensure that the retained services do not face unreasonable and/or unsustainable increases in overheads which could impact on the cost effectiveness and/or value for money of delivering those services.
48. For the reasons outlined above the management structure within finance and support services will need to be determined in light of the ongoing work on general fund impacts within the Housing Futures process. The organisational structure set out in Appendix 4 for this scenario is therefore only indicative at this stage.
49. It is also anticipated that the Executive Director – Corporate Services would play a leading role in any post ballot negotiations to ensure that the Council's interests are protected through that process and that the outcome will be a viable organisation into the medium and longer term.
50. An early appointment to the Executive Director – Corporate Services post would, therefore, ensure that the Council is well placed to take forward a housing transfer.
51. The Affordable Homes corporate service area would be deleted following any housing transfer as its substantive functions would transfer to the new local housing association landlord. There would be an opportunity at the point of transfer to establish a 'Housing & Community Services' corporate service area. This would include within its remit the delivery of the Council's promises made as part of the offer to tenants and a strengthening of the strategic housing role to meet Communities & Local Government (CLG) expectations in this regard.

Considerations

52. The advantages of considering options for a revised senior management structure at this early stage are:
- to facilitate the more detailed planning and consultations that will need to take place to ensure an effective and smooth transition
 - to provide clarity on the impact on the structure of the organisation in the event of a housing transfer
 - to take the first steps in the succession planning process
 - to establish the financial implications and build these into the service planning and budget setting cycle for 2009/10 and inform the Medium Term Financial Strategy
53. The net effect of the proposals on the senior management structure and overall capacity is outlined in the table below.

Senior Management posts	Existing Structure	Retention scenario 1	Housing transfer scenario 2
SMT	2	3	3
Corporate Managers	5	5	4
HR Manager	1	1	1
Principal Solicitor	1	1	1
Heads of Service	4	3	3
TOTAL	13	13	12

54. However, as the proposals for a revised management structure are partially dependent on the outcome of the Housing Futures process, it will not be possible to fully implement the proposed changes until the 2009/10 financial year.
55. Whilst there are some crossovers between the proposed new corporate service areas of Community and Customer Services (scenario 1) and Housing & Community Services (scenario 2) the recruitment process will need to reflect the actual responsibilities attached to the post that is finally agreed. For example the Housing & Community Services corporate service area proposed under scenario 2 would need to have the necessary skills to work with the new housing association landlord to ensure that promises made by the Council are delivered, any commitments made in relation to delivery of new affordable housing are met and that statutory housing obligations can be effectively discharged.
56. In the more immediate short term senior management capacity could be supplemented through an interim internal appointment to take on the key accountabilities of the proposed Community and Customer Services corporate area and help establish the new service over the next few months until the outcome of the tenant ballot is known. This would free the Chief Executive from some of the additional line management responsibilities taken on following the creation of New Communities and enhance capacity to take forward some key cross cutting themes and service planning activities.

Financial Implications

- Policy, Performance and Partnerships Review
57. The new roles of Partnerships Manager and Community Partnerships Officer will need to be evaluated once detailed job descriptions have been developed but it has been assumed that this will be a cost neutral proposal.

58. The Community Liaison Officer role would need some additional funding from the Council if established on a two year fixed term contract of around £14k per annum. This could be considered as a bid for resources within the budget setting and service planning process for 2009/10.
59. The Corporate Projects Support Officer (formerly Inspire Project Officer) post would be an additional cost from 2009/10 if it were made a permanent post at the expiry of the fixed term contract in March 2009. Again, the additional funding required could be considered as a bid for resources within the budget setting and service planning process for 2009/10.
60. An appointment at the lower end of the pay range for the proposed new Corporate Manager post would be cost neutral, conditional upon deletion of the Head of Housing Strategic Services post, although the grading differential between a Head of Service post and that of Corporate Manager is in the region of £10k at the top of scale.

Revised Corporate Management Arrangements

61. In 2008/09 assuming an appointment is made to the Executive Director – Corporate Services post from January 2009 and that the Corporate Manager – Finance and Support Services post is made redundant with effect from 31 March 2009. Assuming an appointment is made from January 2009 the budgetary implications for 2008/09 would be in the region of £60k that includes additional salary costs of around £25k and £35k for recruitment.
62. There are potential redundancy costs in respect of the Corporate Manager – Finance & Support Services should the current post holder not apply for or their application for the new Executive Director post is unsuccessful and/or no suitable redeployment opportunities arise.
63. In scenario 1 the estimated additional funding required for the Executive Director – Corporate Services post from 2009/10 will be around £25k per annum.
64. With scenario 2 there should be a minimum overall full year saving on current senior management costs of around £50k per annum as this assumes that the number of Corporate Managers will be reduced from 2009/10. In the longer term it is possible that a restructuring of corporate services following a housing transfer could achieve more significant savings - these could include a review of other senior management and/or other posts although these are more likely to be achieved from 2010/11.
65. There are potential redundancy costs in respect of the Head of Housing Strategic Services should they not apply for or their application for the new Corporate Manager post is unsuccessful and/or no suitable redeployment opportunities arise.
66. There are potential redundancy costs in the event that the Head of Housing Strategic Services should the current post holder not apply for or their application for the new Corporate Manager post is unsuccessful and/or no suitable redeployment opportunities arise.
67. The outcome of the recruitment process for the Executive Director – Corporate Services would be known in time to inform the Revised Estimates for 2008/09 and could therefore be incorporated in the budget setting process.

68. Other potential costs will not be clear until the outcome of the Housing Futures process is known and this will not be in time to inform the Estimates for 2009/10. It is suggested, therefore, that based on the current assessment of the level of risk that any additional financial implications arising from implementation of the revised senior management structure be considered, as necessary, at that time.
69. Given the significant organisational change over the next few months until the new structure can be fully implemented it will be important that there is the senior management capacity required for the change management process. It is, therefore, suggested that a contingency of £30k is included within the 2009/10 Estimates to accommodate any additional capacity requirements in that financial year.

70. Legal	<p>The Council will need to comply with its obligations as an employer as part of the implementation of any restructuring exercise.</p> <p>It will also need to have regard to relevant legislative requirements in respect of equal opportunities.</p>
Staffing	<p>The proposals outlined in this report have been discussed with the members of staff most directly affected by them</p> <p>There will need to be further consultation with those members of staff and also affected teams as part of the development of the detailed proposals and their implementation.</p>
Risk Management	<p>There is a risk that there will be potential redundancy issues arising from the deletion from the establishment of some of existing posts.</p> <p><u>Policy, Performance & Partnerships Review</u> It is expected that the member of staff directly affected would be assimilated into one of the new posts within the Partnerships team.</p> <p><u>Revised senior management structure</u> For the members of staff 'at risk' there will be opportunities to apply for new posts created within the Council that could help mitigate against these risks.</p> <p>There is a risk that any new Chief Executive once appointed may wish to review the senior management structure of the organisation. However, the proposals set out in this report build on the corporate management arrangements established in 2006 and attempt to minimise the impact on service areas in order to provide some stability for the future. The proposals also seek to create a robust senior management structure that will be fit for purpose into the medium term and reduce pressure for early change following the appointment of any Chief Executive.</p>
Equal Opportunities	<p>The Council will need to ensure compliance with its policies as well as legal obligations in relation to equal opportunities in the recruitment process for the new posts.</p>

Consultations

71. The Community Services team have been full involved in and consulted on the development of the proposals in respect of the creation of a new Partnerships team and the new roles. There is shared support for the proposals and the team are working on the more detailed job descriptions based on the headline responsibilities that have been agreed for each of the two new posts.
72. The following managers have also been consulted on the proposals in respect of the former PPP service area:
- Interim Corporate Manager – New Communities
Policy & Performance Manager
Growth Area Project Manager
Cultural Services Manager
73. There has also been an initial consultation with members of the Executive Management Team (EMT) on the proposals and there will be further opportunities for EMT to help shape the detailed proposals over the next few months and consult with their service management teams.
74. If there is support in principle for taking forward the proposals there would be a further period of consultation both with affected teams and individuals but also wider consultation across service areas on the revised senior management structure for both retention and housing transfer scenarios.
75. Further advice will need to be sought from the HR Manager on how the implementation will impact on individuals and how the process can be effectively managed in order that the changes to the senior management structure can be completed at the earliest opportunity once the outcome of the tenant ballot is known in 2009.

Effect on Annual Priorities and Corporate Objectives

76.	Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future
	The proposal to create a new corporate service area led by a senior manager will increase capacity to help shape and influence key strategic partnerships.
	Deliver high quality services that represent best value and are accessible to all our community
	The creation of the new Partnerships team and the proposals to increase capacity within the senior management structure and, realignment of service areas in the event that tenants support a housing transfer, will directly contribute to ensuring the best value for money options for service delivery, prioritisation of resources, achieving improved customer satisfaction with our services and commitment to improvement and good quality services as demonstrated by performance against national, local and Direction of Travel indicators.
	Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work

The new Partnerships team and the establishment of a new corporate service area focussed on community and customer services or, the realignment of service areas in the event of a housing transfer, will enhance capacity and resources to deliver a number of service priorities.

The proposal to establish a new corporate service area(s) that has a strong community and customer service focus recognises the importance of engagement with parish councils, partner organisations and the voluntary sector to enhance quality of life and services within our rural communities.

Recommendations

77. That the proposal to create a new Partnerships team be approved with the following amendments to the establishment list with effect from 1 November 2008:
 - i) delete post of Community Development Manager following the early retirement of the current post holder in October 2008 and establishment of a new Partnerships Manager post and,
 - ii) delete post of Strategic Partnerships Officer and create a new Community Partnerships Officer post.
78. That the creation of a Community Liaison Officer joint funded post on a two year fixed term contract from 1 April 2009 be supported in principle subject to the necessary funding being secured through the service planning and budget setting cycle for 2009/10.
79. That the Corporate Project Support Officer (formerly Inspire Project Officer) post be made permanent with effect from 1 April 2009 subject to the necessary funding being secured through the service planning and budget setting cycle for 2009/10.
80. That the Chief Executive, in consultation with the Leader, has delegated authority to consider options for the configuration of the Policy & Performance team in the event that any members of that team confirm proposed retirements.
81. That the post of Executive Director – Corporate Services be established with effect from 1 January 2009 and a recruitment process be designed and agreed to enable an appointment as soon as possible from that date and, that the post of Corporate Manager – Finance & Support Services be made redundant with effect from 31 March 2009.
82. That the financial implications of the appointment of an Executive Director – Corporate Services be addressed within the Revised Estimates for 2008/09 as part of the annual budget cycle and, in the meantime, the Chief Executive has delegated authority to incur the necessary expenditure to enable an appointment to that post.
83. That the revised senior management structure set out as option one in Appendix 3 be agreed in principle in the event that a housing transfer does not proceed and that the Chief Executive has delegated authority to implement this proposal.
84. That the revised senior management structure set out as option two in Appendix 4 be agreed in principle should a housing transfer go ahead and that the Chief Executive has delegated authority to implement this proposal.

85. That the post of Head of Housing Strategic Services be made redundant with an effective date of 30 June 2009.
86. That the post of Corporate Manager – Community and Customer Services (or Housing & Community Services) be established, conditional upon the deletion of the post of Head of Housing Strategic Services, with a permanent appointment to be made with effect from 1 July 2009.
87. A contingency sum of £30k to be included within the 2009/10 Estimates to accommodate any additional senior management capacity required with the change management process.
88. That SMT is requested to resolve the detail of the proposals in discussion with senior managers and staff.

Background Papers: the following background papers were used in the preparation of this report:

New Corporate Management Arrangements report to Cabinet on 10 April
Corporate objectives and priorities 2008/09
Corporate Plan 2008/09
Draft corporate objectives for 2009/10

Contact Officers: Greg Harlock – Chief Executive
Telephone: (01954) 713081

Steve Hampson – Executive Director
Telephone: (01954) 713151

Denise Lewis – Housing Futures Project Manager
Telephone: (01954) 713351