

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	1076040
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1. **TITLE:** Restructure and Performance Management

2. **SERVICE AREA:** Chief Executive's Office

3. **PURPOSE OF DECISION**

To consider changes to the senior management structure and related adjustments to the performance management and pay regime for senior officers.

4. **IS KEY DECISION** Yes

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

- 1 The new management structure be agreed as set out in paragraphs 6.11 to 6.19 of the Executive report
- 2 The deletion of the posts of Director of Resources, Director of Environment, Culture & Communities, Chief Officer: Environment & Public Protection, Head of Performance & Resources (Environment, Culture & Communities), Chief Officer: HR and Chief Officer: Planning, Transport & Countryside, Chief Officer: Customer Services, and from 1 April 2019 Director: Adult Social Care, Health & Housing, Director: Children, Young People & Learning be agreed.
- 3 The pay policy for Directors and Chief Officers be linked to the 25th – 50th percentile of the Korn Ferry public and not for profit market database
- 4 The Council's organisational change protocol for those officers impacted by the proposed changes be invoked
- 5 The outline changes to the performance management system be agreed as summarised in paragraphs 6.21 to 6.24 of the Executive report

7. **REASON FOR DECISION**

Within the Council there has been a sustained focus on reducing the cost of senior leadership in order to protect funding for front line services. This has resulted in a reduction of five Chief Officer posts in recent years. The longer term intention has also been to reduce the number of Directors, but the timing of this has been dependent upon retaining adequate capacity to deliver the Councils' transformation programme.

This overall approach has been working well and the Council remains on track to close a budget gap of around £25m between 2016/17 and 2020/21. However, and threatening to jeopardise the long term strategy of transforming the Council into a fundamentally sustainable whilst high performing organisation, there are two issues causing significant

pressures for the Council at the moment:

- the ongoing and consistent success of the Council has made our staff very attractive to other employers. In the last twelve months the Ofsted and CQC inspections plus the opening of The Lexicon have been conspicuous achievements. Each has, however, resulted in subsequent staff loss as recruitment consultants, agencies and other employers regularly approach key staff about other jobs.
- the employment market itself has also become increasingly competitive. Local salaries for some senior staff, where the Council recruits in a national market, have slipped well behind the market rate. This is made more acute as we are a high cost area. Although we have eventually successfully filled each post advertised in the last three years, there have often been specific circumstances and few appointable candidates.

8. **ALTERNATIVE OPTIONS CONSIDERED**

There are many valid ways in which management structures can be set. However, when determining these structures a fit with the organisation's strategic and operational priorities is essential. This report outlines the principles upon which proposed changes are based and how they link to these priorities.

Similarly, salary structures can be set at various levels to maintain an organisations ability to recruit and retain talent at the appropriate level. The proposals in this report recognise that Bracknell Forest is a relatively small unitary authority, but that we operate in a high cost area.

Leaving salaries and structures as they currently are will risk further recruitment and retention difficulties at this crucial strategic leadership level.

9. **PRINCIPAL GROUPS CONSULTED:** Directors and Chief Officers.

10. **DOCUMENT CONSIDERED:** Report of the Chief Executive

11. **DECLARED CONFLICTS OF INTEREST:** None.

Date Decision Made	Final Day of Call-in Period
8 May 2018	15 May 2018