

## Review and Implementation of the Joint Senior Management Structure

### Purpose of report

To update Members on the formal consultation with staff following approval of the proposed structure for the Joint Management Team presented to JAIC on 4<sup>th</sup> April 2012.

### 1. Introduction

1.1 Following the JAIC the senior management team met with affected staff and presented the structure, job descriptions and person specification for Heads of Service posts in the Joint Management team as agreed at the JAIC.

1.2 This report sets out key recommendations for the next phase of the implementation of the proposed joint structure taking account of the work already undertaken and the identified core messages from Members of both Councils

1.3 As previously indicated It is the intention for the new team to work developing innovative approaches to present to Members which will place the joint working arrangements in a strong position to deliver sustainable, efficient and cost effective services to the customers of both authorities in this time of economic constraint.

1.4 To this end, the structure proposed is one which will need to be flexible and which will inevitably require ongoing review to meet the changing demands placed upon both Councils.

1.5 The process of developing the business case for the Chief Executive team is in hand with detailed discussions taking place across both authorities to look in depth at current arrangements. It is important that this unit is fit for purpose and has the capacity to support the Senior Team. It is therefore proposed to bring a separate report to the next JAIC on this issue.

### 2. Consultation

2.1 Staff were offered joint briefings and individual meetings with a formal consultation period ending on 8<sup>th</sup> May 2012. The consultation responses are attached at Appendix 1.

2.2 The role of Head of Service will be generic in core content, with specific allocated tasks to ensure delivery of the key internal and external services of the joint and individual Council arrangements. This approach has been challenged as part of the consultation phase, but staff have accepted the justification for the approach and there has been very little in terms of detail raised during this phase of consultation.

2.3 Community Safety has been retained in Health & Housing. Members will recall the discussion at the JAIC and the decision to consult on this report as recommended. No other information has come to light to change the context of the officers' recommendation, which is unchanged.

2.4 In respect of the issues around Freedom of Information (Fol), the key point underpinning the proposal in the structure is there is a distinction between administering the process of Fol

requests from the legal expertise required to advise on a minority of FoI requests, or the implications of Office of the Information Commissioner's decisions. The intention is for the legal advice aspects to sit within the legal area, but the administration process of receiving, assessing, tracking and responding to requests would be part of business support.

2.5 Members will note the report to the Joint Committee on 17<sup>th</sup> May to bring Building Control into scope, as the CDC-WDC Shared Service will not proceed, except as a collaboration involving other local authorities. The Heads of Service structure (Head of Sustainable Development) is flexible enough to accommodate the two existing teams, shared service or commissioning role in respect of Building Control. The likely outcome is now a CDC-SBDC shared service with some aspects of collaboration/mutual support with WDC which, although not specifically consulted on at this stage is understood to be more in line with staff's wishes.

2.6 It is envisaged that the Head of Community role will lead on some of the issues presently in Chief Executive's (grants, community cohesion) though the exact staffing implications have not yet been assessed. This will need to be given more detailed consideration as the Chief Executive's structure is developed and the Head of Community is in post.

2.7 In terms of Performance Management, each Head of Service retains the important function of driving performance improvement. The co-ordination of this will be in Chief Executive's linking with both Councils' Covalent systems and use of socio-economic data (e.g. Acorn) in service planning. The Business Transformation role at Head of Service level will concentrate on the approaches, methods etc of service transformation and change, very much linked into with the process of joint service reviews.

2.8 Staff accepted that this structure will allow:

- Flexibility
- Focused clusters of services
- Optimal resources
- Corporate responsibility
- Value for money
- Clear customer service support
- Cohesive and meaningful joint activity
- Shared joint values to support Members and individual authority needs

2.9 Staff have been mainly positive regarding the potential opportunities offered by this new way of working. Issues raised have all been discussed on an individual and/or group basis.

### **3. Joint Job Descriptions and Person Specifications and terms and conditions**

3.1 The job descriptions and person specifications have core generic requirements. Apart from the minor amendments made following JAIC in April the core content has remained unaltered. Staff have also commented on the terms, but these were broadly accepted. The proposed final job descriptions and person specifications are attached as Appendix 2

#### 4. The Selection Process for the Joint Posts

4.1. The provisional list of posts identified within the ring fence has been discussed with all affected staff and in the light of comments made a final list is attached at Appendix 3.

4.2 A draft application pack has been developed and circulated to help support the recruitment process. A workshop to help with CV development and preparation for interview was held on 8<sup>th</sup> May 2012, and the feedback from this will be reported at the meeting. The final application pack will be circulated as part of a further briefing with the staff in question on 17<sup>th</sup> May, and interviews with the Chief Executive, Directors and external HR adviser will be scheduled for week commencing 28<sup>th</sup> May, based on responses received by 23<sup>rd</sup> May.

4.3 At the end of this selection process consideration may be given to unrestricted internal and external recruitment to fill any outstanding vacancies. If no applications are received from existing Heads of Service for any of the posts then an external recruitment will be undertaken for the post(s) in question.

4.4 A flexible support package has also been commissioned for those employees who decide that they would prefer to opt for voluntary redundancy based on the policies of their employing authority, and for those who are not successful in their applications.

#### 5. Timetable

The timetable for the next stage of the process is set out in Appendix 4

#### 6. Resources and Other Policy Implications

##### Finance

6.1 The business case envisages that completion of the senior management restructuring will ultimately produce savings across the two authorities of over £500k. The business case was also based on this part of the process being completed by summer 2012 which is still expected to be the case. This will allow work to then commence in the autumn looking at opportunities for shared working to produce further savings and increase resilience.

##### Procurement

6.2 No implications

##### Personnel

6.3 External personnel advice has been used to independently ensure the processes are robust and fair, and in accordance with employment legislation and the procedures of the two authorities. Measures are being put in place to support staff affected by these changes. If the outcome of the appointments process requires any decisions from the individual Personnel Committees of the two Councils, then the necessary reports will be taken to those Committees in July.

##### Risks

4.4 The risk register for the joint working project is included for information as Appendix 5.

## **5. Recommendations**

The Committee is recommended to.

1. Agree the final job descriptions and person specification for the Heads of Service posts as set out in Appendix 2.
2. Agree the ring fence of staff to be invited to apply for the posts (Appendix 3).
3. Note the selection process (para 4.2) and agree that officers proceed to external recruitment for any posts not filled at the end of the process.

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