

Joint Staff Committee Report



Report of Mark Stone, Chief Executive

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Strategic Management Team Structure: Confirmation of Appointments

Recommendation(s)

JSC confirms it:

1. supports and endorses the formalisation of the existing interim Strategic Management Team (SMT) structure in order to support delivery of the Corporate Plan and the Performance Management Framework;
2. that it supports the permanent appointments of the current Acting Deputy Chief Executive positions to substantive posts within a new SMT structure as described in this report;
3. authorises the Chief Executive to undertake the required processes to achieve the above, subject to approval of the revised chief officer structure by the Cabinet of each Council;
4. supports the confirmation of the existing Acting Head of Service – Finance and Accountancy into the post of Head of Service – Finance and Accountancy, noting this individual has already been confirmed by Councils as their s151 Officer.

Purpose of Report

1. To note and support the formalisation of the Councils' chief officer structure in order to support delivery of the Corporate Plan and the Performance Management Framework.
2. A chief officer is defined as being a direct report to the Head of Paid Service and the changes to the structure being confirmed are therefore limited to chief officers and

have been discussed, and agreed, over many months with the Leaders of both Councils.

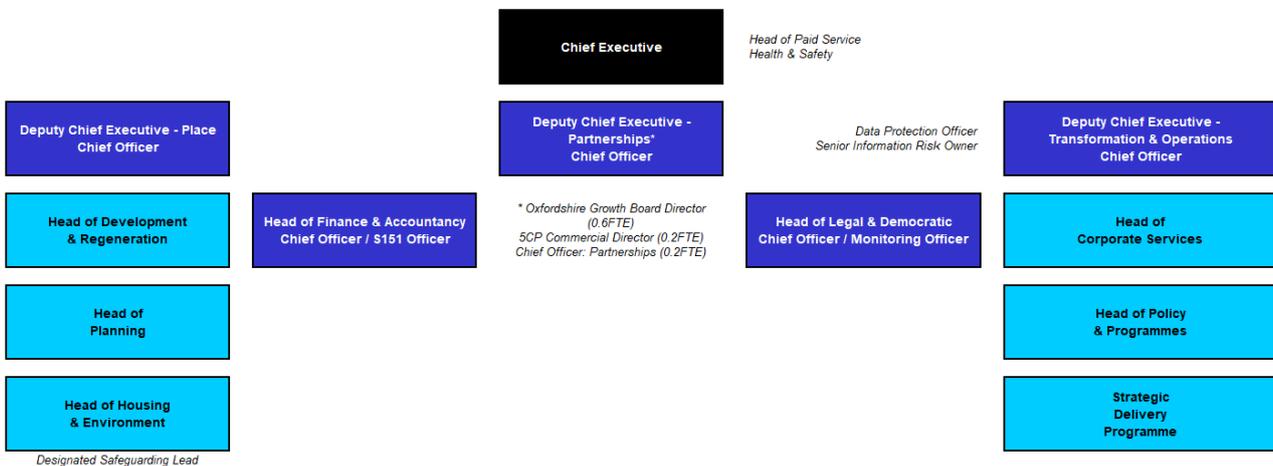
- To confirm the permanent appointments of the acting chief officers within the new SMT structure.

Corporate Objectives

- All

Background

- The existing permanent management structure has been in place since December 2017, when approved by full council.
- Acting Deputy Chief Executive roles were added, along with an interim appointment to the Head of Finance, during 2019-2020 and the current incumbents were all appointed in accordance with the joint constitution procedures and delegated authorities.
- Following discussion with the Leaders of South Oxfordshire and Vale of White Horse, the formalisation of the Councils' chief officer structure is proposed to support the successful delivery of the corporate plans and offer contractual certainty for the officers who are currently in acting chief officer roles.
- There are two facets to the proposed changes. The first is an acknowledgement of the proposal to amend the current structure to a permanent chief officer structure as pictured below, for which JSC are requested to support and endorse. This will be presented to Cabinet for approval in accordance with joint constitution requirements:



- The second is a change to the respective titles of Acting Deputy Chief Executives to Deputy Chief Executives (i.e. the removal of the 'Acting' from these roles) and to confirm the existing post holder in the role of Head of Service for Finance and Accountancy into that role on a substantive basis.
- JSC is asked to support the approaches outlined above and to note that each chief officer will be tasked to work with the Head of Paid Service (Chief Executive) to review their respective service areas to ensure they are resourced, skilled and structured to support the delivery of the Corporate Plans and make any changes that may be required.

11. Owing to the ongoing nature of seeking to successfully deliver the wishes of Members through the Corporate Plans and the requirement to achieve Value for Money in the use of resources, the structure below Head of Service level will continue to evolve through time and further changes may be required, which will be implemented in accordance with the Head of Paid Service's delegated authority.

Options

12. Following conversations as part of the Chief Executive's appraisal with JSC in 2019/20, the formalisation of the structure has been a priority in discussions with both Council Leaders and operationally has now been in place, successfully, for many months.

13. Whilst recognising that structures will continue to evolve, the Leaders, and other senior members have expressed confidence in the structure as proposed, and the officers within it and in order to provide security and clarity for these individuals, 'do nothing' was not considered to be a viable option and so was not considered.

14. The structure proposed has proven to be suitable to meet the needs of both Councils at a chief officer level and delivers on the requests made by the leaders of both Councils.

Human Resources Implications

15. Owing to the correct procedures being followed initially and the length of time that has elapsed, there are no significant human resources implications should JSC agree to appoint permanently, other than the requirement to confirm the appointments in writing.

Climate and Ecological Impact Implications

16. As this is confirming an existing interim arrangement into a permanent structure, there is no material climate and ecological impact linked directly to the decision. The Councils will continue to work with the postholders to encourage and promote flexible working to reduce travel requirements wherever possible.

Financial Implications

17. The posts under consideration are budgeted for in the 2021/22 revenue budget and on an ongoing basis so there are no material financial implications arising from these recommendations.

Legal Implications

18. The recommendations in this report, if agreed, will result in the named individuals being confirmed into their current acting roles on a substantive basis.

19. The Trade Union are aware of the proposals within this paper.

Risks

20. Failure to implement a robust management structure places additional risk against delivery of the Corporate Plans. In addition, should this not be agreed, the incumbents would return to substantive roles, thereby displacing interim replacements, reducing the overall size of the Strategic Management Team when greater capacity is required.

Conclusion

21. The interim structure has proven to be successful and, in order to successfully deliver the Corporate Plans and associated work, alongside the day-to-day services, this arrangement should now be adopted as the permanent Strategic Management Team structure, enabling the councils to evolve, grow and adapt in order to both deliver the Corporate Plans and continue to provide excellent, cost effective services to residents.

Report checklist [This checklist must be completed and sent with your report to enable democratic services to issue the report]

REPORT TITLE:

Press Officer

<input type="text"/>	Communications	Date	<input type="text"/>
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Financial implications

<input type="text"/>	Accountant	Date	<input type="text"/>
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Legal implications

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Other implications

Other than the above, I confirm that consideration has been given to the following. Any that impact on the item have been integrated in the report:

- Equality and diversity implications
- Health and safety implications
- Human resource implications
- Crime and disorder implications (anti-social behaviour, harm to local environment and substance abuse)
- Outside organisations
- Sustainability implications
- Risk management implications
- Relevant ward councillors
- Union representatives

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Style guide

<input type="text"/>	Report is in accordance with style guide	Author signature	Date	<input type="text"/>
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Agreed by cabinet member (if appropriate)

<input type="text"/>	Cabinet member	Date	<input type="text"/>
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Exemption/confidentiality

Is report exempt/confidential? If yes, state which paragraph of Schedule 12A to the Local Government Act 1972

Democratic services officer Date

Report checked and cleared for issue by head of service

Head of service Date

Note - Every report to the cabinet must be signed off by your head of service in advance of being submitted to democratic services.

Send this completed form to democratic services with final version of report