

		Employment Committee 5.8.20	Agenda Item No. 3
Title		Recruitment to Head of Service Roles - Update	
For further information about this report please contact		Tracy Dolphin, Head of People & Communications tracy.dolphin @warwickdc.gov.uk	
Wards of the District directly affected		None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?		No	
Date and meeting when issue was last considered and relevant minute number		Executive 13.7.20 Agenda item 3	
Background Papers		None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer/Councillor	Date	Name
Chief Executive	28.7.20	Chris Elliott/Andrew Jones
CMT	28.7.20	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	28.7.20	Mike Snow
Monitoring Officer	28.7.20	Andrew Jones
Portfolio Holder	28.7.20	Councillor Day
Consultation & Community Engagement		
None		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 The purpose of this report is to provide further update regarding Recruitment of Head of Service Roles as part of the Review of Local Government Structure in Warwickshire and to assist with the financial pressures that both Stratford-on Avon District Council (SDC) and Warwick District Council (WDC) are facing as a result of the COVID-19 pandemic.

2. Recommendations

- 2.1 To approve the sharing of Senior Management Team (SMT) posts HOS ICT (WDC Post) and Neighbourhood Services (SDC Post Head of Community and Operational Services).
- 2.2 The Employment Committee appoint a sub-committee of five Councillors (comprising of two 2 Conservative Councillors and one each from the Liberal Democrats, Green and Labour Groups), for the Head of ICT 15.9.20 (AM) and 24.9.20 and Head of Development Services 8.9.20 (AM) and 15.9.20 (PM) recruitment processes.

3. Reasons for the Recommendations

- 3.1 In the report to Executive in July it was identified that there are a number of joint working arrangements already in place between Stratford on Avon District Council and Warwick District Council. The principles associated with the successful appointment of the shared Information Governance Officer post are being used for learning and review in the proposals put forward.
- 3.2 Senior Management Team – across the two authorities there are currently vacancies at Senior Management Team level:
- Head of ICT, it is proposed that to recruit to this role immediately as a shared post across both Councils managing the ICT teams with a clear remit around transformation. This will follow the guidelines for HOS Recruitment process and a sub-committee to be appointed for shortlisting on the 15.9.20 and final interview on the 24.9.20 be appointed. Options for SDC Members to be included in the recruitment process have been reviewed and agreed to be incorporated as a stakeholder group as part of the first stage interview on the 10.9.20 providing feedback to the shortlisting panel 15.9.20 but with no decision making responsibilities as per the recruitment guidelines, with reciprocal arrangements for WDC.
 - Head of Neighbourhood Services, it is proposed to extend the remit of the existing role at SDC to incorporate the responsibilities of this vacancy at WDC. Discussions will be taking place to consider a phased approach to managing these key areas.
 - Head of Development Services, it is proposed to immediately recruit to this role on an interim basis for 1 year and a sub-committee for HOS recruitment is appointed for shortlisting on the 8.9.20 and final interview on the 15.9.20. Further development of joint working around the local plan will be a key part of the development of this area.

- 3.3 There is currently also a vacancy at SDC for a Head of Finance which is currently occupied by an interim appointment. It is considered that this vacancy will be addressed jointly after the budget setting process for 2021/22 is complete. The other portfolio areas cross both Management Teams will be addressed at a similar time. It is also worth noting that there may be opportunities arising because of vacancies for other joint roles.
- 3.4 Whilst at this stage two discrete Senior Management Teams will be maintained, there is significant financial benefits of shared costs
- 3.5 There will remain one employer for these roles to ensure a distinction between line reporting and performance management responsibilities. Contracts for these roles are being developed to ensure governance and accountability. The sharing of posts in this way can be achieved through agreement under s113 of the Local Government Act 1972 which enables the officers to work and take decisions for that authority while being paid by another Council. This decision has been agreed at SDC in July 2020 and is included on the WDC Council for 5 August 2020.
- 3.6 Further work on the rest of the SMT structure is to be considered with further update to Employment Committee.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several key projects. This report shows the way forward for implementing a significant part of one of the Council's key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Becoming a net-zero carbon organisation by 2025 Total carbon emissions within Warwick District are as close to zero as possible by 2030 Area has well looked after public spaces	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels

	All communities have access to decent open space Improved air quality Low levels of crime and ASB	
Impacts of Proposal		
The proposal could assist with the attainment of the Council's objectives across all its policy priorities.		
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The initial proposals will help to address vacant posts in the Senior Management Teams of both Councils.	In addressing people and finance issues it will enable the Council to better maintain or improve services.	This would help the Council to address the unfolding financial issue arising from the Covid 19 emergency on top of the underlying pressures.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

4.2.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

4.3 Changes to Existing Policies

The Council's Business Strategy is proposed to be updated at Council on 5 August 2020 to reflect these changes also incorporating tackling the Climate Emergency as the central link of its policy objectives, working closer with SDC should aid that objective.

4.4 **Impact Assessments**

None at this stage.

5. Budgetary Framework

- 5.1 The proposals should enable beneficial financial impacts to occur in the short and long term in respect of the joint work with SDC as it evolves and the details of this will be included in the budget reporting process.

6. Risks

- 6.1 That the joint working arrangement will not produce the associated benefits and cost saving expected if additional resources are required.
Ongoing review of the arrangements will be a key part the governance and monitoring.

7. Alternative Option considered

- 7.1 Employment Committee could decide not to approve the proposals which would however contradict the original proposals agreed at Executive.