

AGENDA SUPPLEMENT (1)

Meeting: Officer Appointments Committee

Place: Online Meeting

Date: Wednesday 17 March 2021

Time: 9.10 am

The Agenda for the above meeting was published on 9 March 2021. Additional documents are now available and are attached to this Agenda Supplement.

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This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

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DATE OF PUBLICATION: 16 March 2021

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APPOINTMENTS FOLLOWING SENIOR MANAGEMENT RESTRUCTURE

Purpose of the Report

1. The purpose of this report is to present the Officer Appointments Committee with proposed candidates recommended for appointment into the following roles on the grounds of suitable alternative employment.
 - i. Corporate Director - People
 - ii. Corporate Director - Resources & Deputy Chief Executive

Background

2. In a report to Cabinet on 9 June 2020 the Leader set out a proposal to change the senior leadership structure at tier 1. The proposal resulted in the implementation of a Chief Executive role.
3. The report to Cabinet acknowledged that the new structure, which included 15 direct reports for the Chief Executive, would need to be reviewed to ensure that it provides the Chief Executive with the capacity to focus on strategic leadership and on leading recovery. This review has been the responsibility of the Chief Executive, who has consulted on changes to the structure with the Leader and Cabinet.
4. Pending this review an interim structure of two Corporate Directors, one for People and one for Resources, was implemented in September 2020 to ensure enough strategic capacity has been in place to support the Chief Executive to focus on the response to the pandemic and as we move into recovery.
5. A further change to the interim structure was made in December 2020 with the addition of a Corporate Director for Place to provide additional strategic capacity and focus on the support that has been, and will continue to be, required for the Wiltshire economy and businesses while Covid restrictions are in place, and as the plans to recover are developed.
6. The Chief Executive has now confirmed this structure will become permanent after reviewing the interim arrangements as part of a renewed focus on recovery now that the Governments roadmap to end Covid restrictions has been announced.
7. The change to the structure means that two roles in the current structure are deleted. These are:
 - i. Director of Children's Services
 - ii. Director Finance & Procurement
8. In the new structure the Corporate Director - People will be designated the statutory role of Director of Children's Services and the Corporate Director - Resources & Deputy Chief Executive will be designated the statutory role of Section 151 Officer.
9. The Chief Executive has also confirmed that a wider review of the senior leadership structure at tiers 2 & 3 will be undertaken by the Corporate Directors once

appointments to these roles have been confirmed to ensure the senior structure of the council is aligned to the programme of recovery so that service delivery is focused on the needs of our residents, their communities and Wiltshire's economy.

10. Until the wider review of the senior leadership structure is complete, and a decision is made on where the statutory role of Director Adult Social Services is designated, the Corporate Director - People will temporarily assume this role.

Main Considerations

11. Formal consultation with the two members of staff whose roles have been deleted has now taken place.
12. The Appointments Policy for Chief and Senior Officers outlines the process for appointing to roles following changes to a structure and contains the criteria for ownership of a role in the new structure, and for redeployment where a suitable alternative role is identified.
13. The criteria for ownership of posts when there is a re-structure means that ownership can only apply where a role is the same as the current role. Because of the changes to the structure, the new roles of Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive do not meet the criteria for ownership and therefore the two members of staff whose roles have been deleted were displaced.
14. Where there is no ownership of a role in a new structure, and an employee is displaced, steps to identify roles that are suitable alternative employment are taken. Suitable alternative employment applies where a post in a new structure requires similar skills and knowledge to the employees' current role and is at the same or similar level. Where suitable alternative employment is identified and agreed with the employee, a process of redeployment takes place.
15. The Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive roles have been identified as suitable alternative employment for the two displaced staff. As a result, recommendations to appoint the affected employees to these roles are outlined in the part 2 confidential reports which are available in appendix 1 and appendix 2.
16. The role descriptions for the Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive roles identified as suitable alternative employment are attached in appendix 3 and appendix 4.

Overview and Scrutiny Engagement

17. No engagement is required as the recommendations in this report are a staffing matter.

Safeguarding Considerations

18. The statutory Director of Children's Services (DCS) is designated to the Corporate Director - People, and for an interim period while a wider review of the senior leadership structure is undertaken the statutory role of Director Adult Social Services (DASS) will also be designated to the Corporate Director – People. The role of Corporate Director - People reports to the Chief Executive who is accountable to the Council for the performance of these statutory roles.

Public Health Implications

19. There are no public health implications because of the changes to the senior management structure.

Environmental and Climate Change Considerations

20. There is no environmental or climate change impacts because of the changes to the senior management structure.

Equalities Impact of the Proposal

21. There is no equalities impact because of the new structure. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

Risk Assessment

22. If appointment into the roles of Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive are not confirmed the affected employees will be at risk of redundancy.

23. Suitable alternative employment has been demonstrated so there would be a risk of claims for unfair dismissal if redeployment is not confirmed. In addition, there would be a loss of the skills, knowledge and experience required for these posts.

Financial Implications

24. The new structure will consist of a single Chief Executive, 3 Corporate Directors and 13 Directors. The cost of this structure is £2,650,800.00 and this is a 14% reduction when compared to the cost of the senior structure in January 2020, which was £3,027,800.00.

25. There will be significant financial implications if due to the change to the structure that the roles of Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive are not considered to be suitable alternative employment. In these circumstances the displaced employees would be placed at risk of redundancy and if redundant a redundancy payment would be due.

26. In addition, any successful claim for unfair dismissal could cost the council a maximum of £88,519 per employee.

Legal Implications

27. The proposed appointments outlined in this report, and in appendices 1 and 2, are in line with the Appointments Policy & Procedure for Chief and Senior Officers and the associated risks of not approving these proposals are outlined above.

Options Considered

28. The Appointments Policy & Procedure for Chief and Senior Officers outlines the process for appointing staff to posts following a change to a structure. This process has been followed and therefore there were no other options to consider.

Conclusion

29. The Appointments Policy & Procedure for Chief and Senior Officers provides a clear and agreed process for appointing staff to posts following re-structure, and this process has been followed.

Proposals

30. It is proposed that the Officer Appointments Committee approve the appointment to the roles of Corporate Director - People and Corporate Director - Resources & Deputy Chief Executive.

31. These appointments are to be subject to consultation with the leader and cabinet members in accordance with paragraph 5(2) of the Officer Employment Procedure Rules.

Reason for the Proposals

32. The reasons for these proposals are outlined in paragraphs 2 – 16.

Joanne Pitt
Director HR & OD
15 March 2021

Report Author: Joanne Pitt, Director HR & OD

Appendix 1 - Part 2 report recommending appointment to post of Corporate Director - People

Appendix 2 - Part 2 report recommending appointment to post of Corporate Director - Resources & Deputy Chief Executive

Appendix 3 - Role description for Corporate Director - People

Appendix 4 - Role description for Corporate Director - Resources & Deputy Chief Executive

Role description:	Corporate Director – People
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL2a
Reports to:	Chief Executive

Job Context
<p>This is a senior leadership role and the postholder will provide advice and guidance as a member of the Corporate Leadership Team to the Chief Executive and Cabinet in support of policy setting and strategic decision making to achieve the aims and desired outcomes of the council, its communities and partners.</p> <p>As Corporate Director for People the postholder will be accountable for the strategic direction of the people directorates and services and has overall responsibility for the delivery of activity within those directorates.</p> <p>The postholder is the statutory director of childrens services (<i>and for an interim period, pending a review of the senior leadership structure they will also be the statutory director of adult social services</i>).</p>

Job Purpose
<p>The purpose of this role is to engender and deliver positive, enthusiastic and dynamic leadership across the authority in the achievement of its vision and ambitions, playing a key role as a member of the Corporate Leadership Team providing professional and statutory advice and challenge in the formulation and development of the Council’s corporate and strategic plans and priorities and supporting the Chief Executive in the overall leadership and management of the Council.</p> <p>The postholder will work closely with the Chief Executive, Cabinet and Lead Members.</p> <p>The postholder will be expected to develop and maintain strong working relationships with a wide range of stakeholders and partners both internally and externally in order to drive better outcomes and deliver on the agreed strategic priorities.</p> <p>The postholder will demonstrate the values, behaviours and ways of working described in ‘Our Identity’.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Managerial responsibility for: <ul style="list-style-type: none"> - Director, Families & Children - Director, Education & Skills, - Director Adult Care, Learning Disabilities & Mental Health

- Director Adult Care, Access & Reablement
 - Director, Joint Commissioning
 - Head of Performance, Outcomes & Quality Assurance
- Act as the Councils statutory Director of Children’s Services, with responsibility for providing a clear line of accountability for children's services, providing leadership in improving outcomes for all children, and securing the provision of services which address children's and young people's needs.
 - In the interim act as the Council’s statutory Director of Adult Social Services, with responsibility for providing a clear line of accountability for delivery of adult social services, providing leadership to ensure the assessment of local needs and ensuring availability of a full range of adult social services.
 - Lead and direct the delivery of strategies to ensure efficient and cost-effective provision of people services for Wiltshire through a range of programmes and initiatives to support the key strategic requirements of Wiltshire.
 - Lead on the establishment of a vision and forward plan for the Council’s people services as part of our continuing transformation.
 - Develop, negotiate and participate in partnerships and relationships with key stakeholders to fulfil the ambitions of the Council.
 - Lead a team of Directors (and Heads of Service), providing individual support and coaching, ensuring that the direct reports are enabled and encouraged to deliver service accountabilities and demonstrate leadership behaviours. This includes transforming and modernising the way in which services are delivered and working to support corporate objectives.
 - Provide professional, relevant and timely advice, guidance and support to Members in accordance with designated statutory, corporate and service responsibilities.
 - Ensure the Council is effectively represented and positioned at the national, regional and local level in accordance with the aspirations of Cabinet.
 - Eradicate silo working by empowering individuals and teams to work collaboratively with each other and through partnership. Be visible, accessible, responsive and generate a positive impact across the organisation and with partners.
 - Provide corporate support and leadership by developing, reviewing and delivering corporate strategies and priorities that meet the needs of local residents and support community leadership.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Council budget		X	Indirect impact as member of the Corporate Leadership Team	£876M (gross budget)
Staffing & service budgets	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Direct responsibility for service budgets and income Direct responsibility for staffing budgets (included in figures above)	£304m gross of which: £68m – income £236m – net £70m

Person Specification

Education & Qualifications

- Degree level qualification
- Relevant professional membership/qualification - desirable
- Evidence of continuous professional development
- Management qualification, e.g. MBA or equivalent – desirable

Relevant Experience

- Extensive experience in working effectively and impartially with Elected Members and in supporting the democratic decision-making process.
- Substantial experience at a senior level gained in a large, complex, multidisciplinary organisation of senior strategic leadership achievement and experience consistently developing financial strategies and translating them into effective operational delivery plans.
- Demonstrable experience of successful leadership and management of a range of services with multi-disciplinary teams to achieve high performing and significant, sustainable service improvements and outstanding results leading to improved outcomes for service users.
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- A proven track record of delivering customer-focused services in a complex environment

Knowledge & Skills

- Up to date knowledge of relevant legislation and guidance in relation to working with, and the protection of, children and young people and adults.
- A sound understanding of the financial issues related to local government and experience of budget processes with a corporate impact.
- Ability to make a strategic contribution to a large, multi-functional organisation of comparable scope and complexity with the ability to make effective decisions under pressure.
- Knowledge and understanding of the trends, developments, political and legislative framework of local authorities within the context of a complex multi-service environment.
- Understanding and appreciation of the political relationships and processes within local government and the implications for policy making and action planning.
- Business awareness relating to local and national market conditions and broader business issues.
- Ability to coach and mentor others to improve and build a high-performance culture.
- Ability to challenge in a constructive manner to tackle potential financial risks, including fraud, to the organisation.
- High level communication, networking and ambassadorial skills.
- Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.
- Ability to identify income generation opportunities/income streams in line with Council vision.
- Able to understand performance management systems and methods to drive continuous improvement.
- Able to develop a thorough understanding of different service areas, and the aspirations and pressures across the different parts of the organisation influence performance and be an advocate for new ways of working.

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ROLE DESCRIPTION

Role description:	Corporate Director – Resources & Deputy Chief Executive
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL2a
Service/Team:	Resources
Reports to:	Chief Executive

Job Context

This is a senior leadership role and the postholder will provide advice and guidance as a member of the Corporate Leadership Team to the Chief Executive and Cabinet in support of policy setting and strategic decision making to achieve the aims and desired outcomes of the council, its communities and partners.

As Corporate Director for Resources the postholder will be accountable for the strategic direction of the resources directorates and services and has overall responsibility for the delivery of activity within those directorates.

As Deputy Chief Executive the postholder will also deputise for the Chief Executive and Head of Paid Service on all corporate matters that concern the Council.

The postholder is the statutory Section 151 Officer for the Council.

Job Purpose

The purpose of this role is to engender and deliver positive, enthusiastic and dynamic leadership across the authority in the achievement of its vision and ambitions, playing a key role as a member of the Corporate Leadership Team providing professional and statutory advice and challenge in the formulation and development of the Council's corporate and strategic plans and priorities and supporting the Chief Executive in the overall leadership and management of the Council.

The postholder will work closely with the Chief Executive, Cabinet and Leadg Members.

The postholder will be expected to develop and maintain strong working relationships with a wide range of stakeholders and partners both internally and externally in order to drive better outcomes and deliver on the agreed strategic priorities.

The postholder will demonstrate the values, behaviours and ways of working described in 'Our Identity'.

Responsibilities

- Deputise for the Chief Executive when needed.

- Managerial responsibility for:
 - Director, Housing & Commercial Development
 - Director, Digital, Data & Technology
 - Assistant Director, Finance
 - Head of Procurement
 - Head of Pensions Administration & Relations
 - Head of Pension Fund Investment
 - Head of Systems Thinking/Programme Office
 - Any other resources relating to Resources services, or as required by the Chief Executive.
- Act as the Council's statutory Section 151 Officer, with responsibility for managing a £multi-million budget and finance services and driving an effective strategic approach to budget management with a medium term financial strategy that supports the delivery of the Council's strategic objectives and drives long term performance improvement.
- Lead and direct the delivery of strategies to ensure efficient and cost-effective provision of resources services for Wiltshire through a range of programmes and initiatives to support the key strategic requirements of Wiltshire.
- Lead on the establishment of a vision and forward plan for the Council's resources services as part of our continuing transformation.
- Develop, negotiate and participate in partnerships and relationships with key stakeholders to fulfil the ambitions of the Council.
- Lead a team of Directors (*and Heads of Service*), providing individual support and coaching, ensuring that the direct reports are enabled and encouraged to deliver service accountabilities and demonstrate leadership behaviours. This includes transforming and modernising the way in which services are delivered and working to support corporate objectives.
- Provide professional, relevant and timely advice, guidance and support to Members in accordance with designated statutory, corporate and service responsibilities.
- Ensure the Council is effectively represented and positioned at the national, regional and local level in accordance with the aspirations of Cabinet.
- Eradicate silo working by empowering individuals and teams to work collaboratively with each other and through partnership. Be visible, accessible, responsive and generate a positive impact across the organisation and with partners.
- Provide corporate support and leadership by developing, reviewing and delivering corporate strategies and priorities that meet the needs of local residents and support community leadership.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Council budget		X	Indirect impact as statutory Section 151 Officer and member of the Corporate Leadership Team	£876M (gross budget)
Staffing & service budgets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Direct responsibility for service budgets and income	£137m gross of which: £101m - income

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
			Direct responsibility for staffing budgets (included in figures above)	£36m – net £25m
Pension Fund		X	Indirect impact	£2.5B

Person Specification

Education & Qualifications

- Degree level qualification
- Fully qualified Accountant, e.g. CIMA, CCAB registered
- Evidence of continuous professional development
- Management qualification, e.g. MBA or equivalent - desirable

Relevant Experience

- Extensive experience in working effectively and impartially with Elected Members and in supporting the democratic decision-making process.
- In depth understanding and experience of local government finance and substantial experience at a senior level in a large multi-disciplinary organisation and proven track record of consistent achievement and delivery of strategic outcomes.
- Substantial experience at a senior level gained in a large, complex, multidisciplinary organisation of senior strategic leadership achievement and experience consistently developing financial strategies and translating them into effective operational delivery plans.
- Demonstrable experience of successful leadership and management of a range of services with multi-disciplinary teams to achieve high performing and significant, sustainable service improvements and outstanding results leading to improved outcomes for service users.
- Experience of working effectively in partnership with a wide range of internal and external bodies and can clearly demonstrate community leadership through building and maintaining effective partnerships to achieve common objectives, providing leadership as necessary.
- A proven track record of delivering customer-focused services in a complex environment.

Knowledge and Skills

- A sound understanding of the financial issues related to local government and experience of budget processes with a corporate impact.
- Advanced analytical and numeracy skills, ability to use a wide range of data and information for formulating plans and projects, writing reports and presentations.
- Ability to make a strategic contribution to a large, multi-functional organisation of comparable scope and complexity with the ability to make effective decisions under pressure.
- Knowledge and understanding of the trends, developments, political and legislative framework of local authorities within the context of a complex multi-service environment.
- Understanding and appreciation of the political relationships and processes within local government and the implications for policy making and action planning.
- Business awareness relating to local and national market conditions and broader business issues.
- Ability to coach and mentor others to improve and build a high-performance culture.
- Ability to challenge in a constructive manner to tackle potential financial risks, including fraud, to the organisation.
- High level communication, networking and ambassadorial skills.
- Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements.
- Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.
- Ability to identify income generation opportunities/income streams in line with Council vision.
- Able to understand performance management systems and methods to drive continuous improvement.
- Able to develop a thorough understanding of different service areas, and the aspirations and pressures across the different parts of the organisation influence performance and be an

advocate for new ways of working.

Key Competencies and Behaviours

- A strong commitment to public service, equality of opportunity.
- Ability to demonstrate high calibre skills in tact, diplomacy, persuasion, negotiation, advocacy and assertiveness.
- Excellent relationship management skills, with the ability to work together with members, with a high level of political awareness
- A strong sense of political judgment and sensitivity.
- A strong sense of accountability of self and others.
- A high degree of integrity and probity and is open and honest.
- Accepts responsibility for mistakes and uses them as learning opportunities.
- Adapts personal style to meet demands of complex situations.
- Shows a high drive for achievement and performance.
- Enthusiastic, committed, self-motivated and strong sense of purpose.
- Demonstrates the capacity and the vision to anticipate and influence changes in response to service needs.
- Shows toughness and resistance under pressure.
- Is responsive and flexible to the changing demands and priorities.
- Visible, approachable and accessible
- Awareness of own strengths and areas for development commitment to addressing areas requiring improvement.
- Able to lead by example and act with integrity in a way that is in accordance with the professional standards, values and behaviours of the Council (Our Identity) and model and exemplify these consistently.

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