

Cabinet

A meeting of Cabinet was held on Thursday, 24th May, 2018.

Present: Cllr Robert Cook (Chair), Cllr Jim Beall, Cllr Nigel Cooke, Cllr Mrs Ann McCoy, Cllr Steve Nelson, Cllr Michael Smith and Cllr Norma Wilburn.

Officers: Neil Schneider (CE), Jonathan Nertney (HR&L), Garry Cummings (F&BS), Martin Gray (CHS), Reuben Kench (CL&E), Richard McGuckin (ED&D), Peter Bell (DCE).

Also in attendance: Councillor Chris Clough.

Apologies: None.

CAB 8/18 **Declarations of Interest**

Councillor Ann McCoy declared a personal non prejudicial interest in respect of agenda item 5 - JTAI (Joint Targeted Area Inspection) Action Plan as she was on the Board of Governors of Tees, Esk and Wear Valleys (TEWV) NHS Foundation Trust.

Councillor Nigel Cooke declared a personal non prejudicial interest in respect of agenda item 5 - JTAI (Joint Targeted Area Inspection) Action Plan as he was employed by Tees, Esk and Wear Valleys (TEWV) NHS Foundation Trust.

Councillor Bob Cook declared a personal non prejudicial interest in respect of agenda item 8 – Minutes of Various Bodies as he was a member of TVCA Cabinet.

Councillor Jim Beall declared a personal non prejudicial interest in respect of agenda item 8 – Minutes of Various Bodies as he was a substitute member of TVCA Cabinet.

Councillor Bob Cook declared a personal non prejudicial interest in respect of agenda item 10 – Tees Valley Combined Authority Update (TVCA) as he was a member of TVCA Cabinet.

Councillor Jim Beall declared a personal non prejudicial interest in respect of agenda item 10 – Tees Valley Combined Update (TVCA) as he was a substitute member of TVCA Cabinet.

Councillor Mike Smith declared a personal non prejudicial interest in respect of agenda item 10 – Tees Valley Combined Update (TVCA) as he was employed by Fujifilm.

Councillor Nigel Cooke declared a personal non prejudicial interest in respect of agenda item 10 – Tees Valley Combined Authority Update (TVCA) as he was a member of TVCA – The Land Commission and TVCA – The Education, Skills & Employment Committee.

Councillor Bob Cook declared a personal non prejudicial interest in respect of agenda item 11 - Planning For The Future – Managing Transition (Phase 2) as he was a member of NEREO.

Councillor Ann McCoy declared a personal non prejudicial interest in respect of agenda item 11 - Planning For The Future – Managing Transition (Phase 2) as she was a member of NEREO.

**CAB
9/18** **Minutes**

Consideration was given to the minutes of the meeting held on 19 April 2018.

RESOLVED that the minutes of the meeting held on 19 April 2018 be confirmed and signed as a correct record.

**CAB
10/18** **JTAI (Joint Targeted Area Inspection) Action Plan**

Consideration was given to a report on the action plan resulting from the Joint Targeted Area Neglect Inspection undertaken in Stockton in November 2017.

Between 20 and 24 November 2017, Ofsted, the Care Quality Commission (CQC), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and HMI Probation (HMI Prob) undertook a joint inspection of the multi-agency response to abuse and neglect in Stockton-On-Tees. This inspection included a 'deep dive' focus on the response to children experiencing neglect.

The Joint Targeted Area Inspection (JTAI) included an evaluation of the multi-agency 'front door' for referrals: when children who may be in need or at risk of significant harm become known to local services. In this JTAI, the evaluation of the multiagency 'front door' focused on children of all ages who were being or had been neglected. Also included was a 'deep dive' focus on children between seven and 15 years old who had been neglected.

Alongside this, the inspection considered the effectiveness of the multi-agency leadership and management of this work, including the role played by the Local Safeguarding Children Board (LSCB).

The report of the inspection was published on 15 January, with a requirement to submit a multi-agency action plan to Ofsted by 18 April. This deadline was achieved.

The inspection was largely positive about the impact of Children's services, noting in particular:

- a. Commitment and prioritisation across partners
- b. Effective skills and knowledge amongst front line staff
- c. A culture of learning and a suitable focus on neglect
- d. A good early help offer
- e. An effective front door to social care through the Children's Hub
- f. Effective leadership and oversight
- g. A commitment to and evidence of a quality programme of workforce development

Further details were attached to the report.

The inspection also identified some areas for improvement, including:

- a. The resilience of the Children's Hub
- b. The need to update the Children and Young People's Plan and the Joint Strategic Needs Assessment
- c. The quality of child in need plans, which can in some cases lead to drift and delay
- d. A bigger focus on quality and feedback in the performance system
- e. Detailed actions for partners including Cleveland Police, National Probation Service, Durham Tees Valley Community Rehabilitation Company, NHS commissioners and providers.

Further details of the action plan were attached to the report.

RESOLVED that the Action Plan in response to the Joint Targeted Area Neglect Inspection which was largely positive about the impact on Children's Services be noted.

**CAB
11/18** **Community Participation Budget Report**

Consideration was given to a report on the Community Participation Budget. The report highlighted the information provided to the People Select Committee on 18th December outlining the financial situation with regards the Community Participation Budget and the details of the uncommitted Ward allocations at that time. The report also provided an update on the financial situation and highlighted the success of a high level of committed Ward budgets for 2017/18.

RESOLVED that:

1. The continued use of the Community Participation Budget Guidance be endorsed with the expenditure of any uncommitted Ward allocations of the Community Participation Budget to be considered at the discretion of the Cabinet Member for Environment & Transport.
2. The process of officers providing recommendations to the Cabinet Member for Environment & Transport of potential changes to the list of eligible projects and how the budget is allocated across the Wards be endorsed.

**CAB
12/18** **Autism Day Service at Ware Street, Stockton-on-Tees**

Consideration was given to a report that provided an overview of the service delivered to adults with autism and learning disability at Ware Street Resource Centre, and the plans being implemented to develop this service for the future.

In 2012, Stockton on Tees Borough Council (the Council) completed a programme of service reviews with the aim of identifying financial savings, innovative ideas for service delivery and new ways of working to support adults with a learning disability. The final report included a recommendation to explore the commissioning of local autism provision within the Borough; this needed to take into account value for money and the review recommendations were approved by Cabinet at its meeting on 10 January 2013.

A day opportunities service for adults with autism was established, utilising the existing Council building at Ware Street and commissioning a qualified and competent provider off the Tees-wide Autism Framework called Education and Services for People with Autism.

Ware Street was an unutilised two storey building with a day unit and two residential wings on the ground floor and two on the first floor (it was previously, a Council owned and run care home for adults with mental health issues).

ESPA was successful in supporting 5 clients with autism in the community through this local arrangement. Initially established as a temporary “pilot” to assess the potential of a local service to support young adults making the transition to adulthood (there was no local provision in Stockton on Tees at this time). It was agreed at that time to continue to extend the contract (31st March 2017) and allow additional market engagement and competitive dialogue to be undertaken by the Council and partners in health to review opportunities for further locally commissioned services to be developed (day opportunities, short breaks and residential care).

This was within context of the wider community based day options delivered in-house through Allensway and Stockton Business Centre, respite through Lanark and additional specialist commissioned provision, including Tees Alive.

This resulted in the development of a model of day opportunities only (respite and residential was not progressed) for which the Council had commissioned ESPA to provide the service through a potential five year contract. Since this point, however, the Council had continued to look at the opportunities that the service at Ware Street could offer people with autism, and was exploring the opportunity to develop the top floor (day opportunities was only delivered in the ground floor) to support with respite care.

There were 11 people with autism receiving day opportunities services in Ware Street. This increase had taken place over 18 months, from the original 5 people with autism, and had exceeded expected demand.

In addition, 5 young adults had been identified by care managers who required this level of autism specific services and one adult placed out of area.

The initial day service at Ware Street utilised the day service element of the site, along with an office and kitchen in the residential ground floor wing. This was increased to allow for the use of one of the bedrooms and bathrooms, as required, to support clients with personal care needs and a small lounge, to help accommodate the additional clients.

Overall, however, the building was in a relatively poor state of décor throughout and was not appropriate for clients with autism in its current configuration. Specifically, there was a lack of toilet facilities, access was unsuitable, the site had been subject to vandalism and there was a lack of appropriate quiet areas and areas to provide personal care.

As part of the review, in order to meet the identified demand (taking the capacity to approximately 20 clients) and developing the environment to offer flexible services at weekends and evenings, a refurbishment plan was developed and

agreed to allow the Council to continue to work in partnership with a regulated provider to deliver the day opportunities provision.

The initial designs had been completed, and a Steering Group had been established to manage the implementation of the physical redevelopment of the Ware Street site and the relocation to and management of the service at the alternative site at Tithebarn House, High Newham Road, Hardwick for existing clients, whilst the building work was progressing.

The timeline for the development was detailed within the report. Work was expected to commence in July and completed in January 2019.

Running concurrently with the development work, the Council had been communicating and supporting the transition of service users into the temporary accommodation. A development day had been arranged for 11 April 2018 which would be followed by individual meetings with service users and families to ensure their individual needs and expectations were met. ESPA had developed transitions plans with key professionals in the Council and health to ensure this process was person centred and was able to meet individual needs.

RESOLVED that:-

1. The work completed to date be acknowledged.
2. Future development of services for people with autism be approved.

CAB 13/18 Minutes of Various Bodies

Consideration was given to a report on the minutes of various bodies.

In accordance with the Council's Constitution or previous practice the minutes of the meeting of the bodies indicated below were submitted for consideration:-

SSP – 27 March 2018
TSAB – 22 February 2018
TVCA Cabinet – 5 February 2018
TVCA Cabinet – 16 February 2018
TVCA Cabinet – 22 February 2018

RESOLVED that the minutes of the meetings detailed in the appendices be approved / received, as appropriate.

CAB 14/18 Corporate Parenting - Refreshing Our Approach

Consideration was given to a report that proposed a series of measures to further the approach to corporate parenting in Stockton. It included measures to strengthen the accountability of the approach, improve its visibility and profile, to respond to the requirement of the Children and Social Work Act 2017, to ensure that all officers and Members were clear about their role and had options for how to be further involved if they choose to do so. Most importantly the measures would result in demonstrable outcomes and benefits for children and

young people in care.

With regard to the legal context the Children and Social Work Act 2017 required the Council to have regard to a set of corporate parenting principles when exercising its functions in relation to looked after children and care leavers (former relevant children). These were:

- a. To act in the best interests, and promote the physical and mental health and wellbeing, of children and young people;
- b. To encourage children and young people to express their views, wishes and feelings;
- c. To take into account of the views, wishes and feelings of children and young people;
- d. To help children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- e. To promote high aspirations, and seek to secure the best outcomes, for children and young people;
- f. For children and young people to be safe, and for stability in their home lives, relationships and education or work;
- g. To prepare children and young people for adulthood and independent living

The role of the Council was that it was determined to ensure that the children and young people in its care felt that their needs were given the highest priority and that they were valued and cared about not only by those who look after them on a daily basis but also by those who made decisions, politically, corporately and operationally. This meant:-

- That the Council would work to deliver the priorities in the strategy for children in its care and care leavers, and that the Council would be open and honest about progress;
- That the Council want to do more than deliver strategies, plans and duties – the Council recognises the many individual and organisational ways in which it can achieve much more;
- That elected members would be clear about their roles, and the actions they can take to be good corporate parents;
- That senior officers in the Council would go above and beyond their roles to achieve the best for children and young people in care, using their personal authority and resources to do more.

In terms of specific commitments:

- a. The Council agree and sign a pledge each year, at the first full Council of the new municipal year
- b. The Council develop ways in which it can go over and above the statutory roles to get the best outcomes
- c. The Council consider the implications of all its decisions in all the reports to Cabinet
- d. The Council prioritise the needs of looked after children in all of its services, and in everything it commissions where appropriate.

The commitment to children in its care was further enshrined in priorities in the Council Plan, and in the Children's Services Strategy.

The proposals in the report therefore refer to a system which was not broken, but which could be improved, both in response to the peer challenge, but also based on the views of partners and young people.

The proposals included:

- a. Terminology
- b. Strategy
- c. Accountability and profile
- d. Corporate parenting implications of decisions
- e. Training
- f. Awareness and visibility
- g. Helping hands scheme
- h. Care leavers
- i. Corporate offer for foster carers

There had been considerable national interest in avoiding the unfortunate shorthand of 'LAC' to describe children and young people in care.

Locally, the views of children and young people were sought on this issue in late 2016. There was no one specific term which young people prefer, and it was also the case that this issue was of less importance locally than in some other areas.

Nevertheless the Council was settling on the term 'children in our care' to describe children who were technically looked after by the Council. This was a deliberate attempt move away from the use of shorthand phrases such as 'LAC children', 'LAC kids' or simply referring to children in care as 'LAC'.

Consideration had also been given to the use of the term 'corporate parenting' which was widely felt to be a remote, cold term with little relation back to the young people it was aimed at. However, this was the legal definition of duties in the Children and Social Work Act 2017, and provided a useful framework to set out the approach. Rather than spend time on seeking an alternative definition or term, it was intended, though, to be much more specific about what corporate parenting means in practice.

The multi-agency strategy for children in care and care leavers was being refreshed for 2018. This set out a range of outcome and delivery priorities which fulfilled the Council requirements as part of the Children and Social Work Act 2017, and an ambitious range of commitments to more clearly position our work, this was attached to the report.

To respond to the recommendations of the peer challenge, the Council was proposing to replace MALAP with a Corporate Parenting Board as an official committee of the Council.

The rationale for this was that the move to a more formal arrangement could provide a more visible level of accountability, and provide the opportunity to refresh terms of reference and membership. It also enabled the Council to refresh the officer working arrangements in support of the Board.

The draft terms of reference was attached to the report.

The Council had, for some time, included corporate parenting implications on Cabinet reports. However, there was a lack of guidance to officers completing reports on what might be considered and documented.

The draft new guidance was attached to the report.

A guide to corporate parenting had been developed and circulated for members. Training sessions had also been held.

Officers awareness had been delivered through the Setting the Standard sessions held in February.

In order to maintain the visibility of the refreshed approach, a dedicated space was being developed on the intranet, which would be used as a space for updates and information, both on the strategy and on individual young people as appropriate. In the innovation challenge in 2016, the concept of the 'virtual fridge door' (ie to showcase the work and activity of children) was suggested, and this would be built into the intranet section.

The helping hands scheme would be launched in 2018 as a key mechanisms for ensuring that all Members and officers in the Council could make a practical contribution if they so choose, building on the example of the Christmas book project in 2017.

The proposed scheme was in two parts:

- a. The opportunity to offer time to support children in care. This would be managed through the Talent Network. The principle was that officers may be able to support children in care through the giving of time – to support an activity, to mentor or to assist in a specific ask from a child or young person in care.
- b. For those who feel less able to give time, there would be an opportunity to give financially towards a specific 'named fund' through a payroll giving mechanism. The fund would be managed by care leavers and would support their activity, be used to sponsor individual young people, and to enable the group to undertake or to fund specific community action. Young people would be trained to be fund administrators by the Tees Valley Community Foundation, who would manage the fund. The options for ensuring there was significant resource immediately available through the transfer of some funding from the Stockton Community Fund, matched by a corporate contribution, and the option for the fund to be one of the incoming mayor's priority charities.

In 2018, in line with the requirements of the Children and Social Work Act 2017, the Council would be co-developing, with care leavers a new care leavers offer. This would include the statutory and discretionary offer in Stockton which was made available to care leavers.

This would be developed via the proposed Corporate Parenting Board and reported into the Children and Young People Select Committee in autumn 2018.

Stockton-on-Tees was the first authority in the North East to exempt care leavers from Council Tax until the age of 25, and a range of other existing and potential support mechanisms would be reviewed to ensure care leavers benefit from a wide range of support.

As part of wider plans on the approach to children in care, the Council would also be reviewing the 'corporate offer' for foster carers as part of a package of measures to recruit and retain foster carers. Note that these were over and above what the Council was required to provide for foster carers through care planning regulations such as the scheme of training, support and allowances, which were also being reviewed as part of the 'children in our care review'

The 'corporate offer' was more focused on additional support and benefits which could be provided for foster carers.

Amongst the options being considered were:

- a. Priority access to major events
- b. For Council staff....a foster friendly employer scheme, which we could encourage in other partners
- c. Travel passes
- d. Fostering network subscriptions
- e. Access to all other employee benefits and additional potential shopping discount schemes
- f. Council tax exemptions

The Council as the 'family business'

The Council would increase its efforts to identify suitable opportunities for work experience, internship and employment for children in care and care leavers.

This was the focus of the Employment, Education and Training Sub group of MALAP, but more could be done both to identify opportunities and to identify young people who would benefit from them. A series of 'roadshows' would be held with services to explore the opportunities as part of the new approach.

RECOMMENDED to Council that:

- 1. The proposals in the report be noted.**
- 2. The new strategy be agreed.**
- 3. A Corporate Parenting Board be established that will be politically balanced and consisting of 7 elected Members.**

**CAB
15/18**

Tees Valley Combined Authority Update

Consideration was given to a report that provided an update on the activities on the Tees Valley Combined Authority (TVCA) and in particular activities associated with the borough of Stockton on Tees. The report set out the areas of responsibility the TVCA had and provided a brief summary of each of these activities. The report highlighted the position with the investment plan and the

next steps in particular the pipeline of projects that were being developed by the Council.

TVCA was established on 1st April 2016 and the Mayoral election was held in May 2017 which saw the creation of the governance structure, with a directly elected mayor and a Cabinet of 5 which was made up of the Leaders of each of the Tees Valley Councils. Each Leader in their role as Cabinet member took a portfolio lead and these were:

Darlington – Transport

Hartlepool – Education, Employment and Skills

Middlesbrough – Innovation, Culture & Tourism

Redcar & Cleveland – Investment and Business Growth

Stockton – Housing and Place

Each Leader received a portfolio briefing from TVCA staff and lead on that agenda across the Tees Valley. The Combined Authority's responsibilities include the economy, strategic transport, education employment & skills, culture, business growth, aspects of housing and European funding. The Combined Authority Managing Director attended a Stockton Borough Council Members Seminar on an annual basis to provide a verbal update on activities.

TVCA Cabinet and each Local Authority approved the use of Borrowing Powers for TVCA's use earlier this years and this was laid before Parliament week commencing 5 March 2018 offered and was an approved method of generating funding.

The report gave a summary of Combined Authority activity in the following areas:

South Tees Development Corporation

Strategic Transport Plan

Road & Rail

Sustainable access to Employment Programme

Transforming Cities

Housing

Tees Marshalling Yards

Education, Employment & Skills & School Improvement

Culture & Tourism

European Funding

Airport

Investment Plan

Preston Park Museum & Grounds Transformational Plan

Stockton Town Centre/Riverside – Transformational Change incorporating a new Tees Valley Giant

Northshore Future Phases

Central Stockton - Norton Road Gateway

Yarm Car Parking

Employment Land Development (Belasis)

Billingham Station

RECOMMENDED to Council that:

- 1. The content of the report be noted.**
- 2. The pipeline of expressions of interest to be submitted to TVCA be agreed.**

**CAB
16/18**

Planning For The Future – Managing Transition (Phase 2)

Consideration was given to a report that provided a review of the implementation of Phase 1 of the managed transition to a new senior management structure agreed in September 2015 and to present a proposal to deliver the second phase of managed transition up to and including the planned departure of the Chief Executive in December 2019.

A report “Planning for the Future – Managing Transition” was presented to Cabinet and Council in September 2015 which approved proposals for a managed transition to a new senior management structure for the Council. The September 2015 report recommended a new senior officer structure for the Council and established a time-limited transformation team to deliver a programme of major projects to deliver savings and to oversee the delivery of specific significant Capital Investment projects. The report also included a commitment to a further update in April 2018 following full implementation of the new structure and completion of the work of the Transformation Team. The report provided that review and proposed a way forward to deliver the second phase of managed transition up to and including the planned departure of the Chief Executive in December 2019.

The previous 2008 management structure was attached to the report. The recommendations of the September 2015 report were put into place during the final quarter of 2015 and the new permanent senior management structure was fully implemented on 1 January 2016. A copy of that structure was attached to the report. The implementation of the new structure was achieved smoothly and had ensured that the strong performance of the Council had been maintained at the same time as delivering £800k of annual savings from the new leaner management team. The management team shared a strong loyalty and commitment to the organisation and were enthusiastic advocates of the culture of the organisation. They were committed to the aims of the Shaping a Brighter Future programme and the ongoing development of a people-focussed, learning organisation.

The Transformation Team model had worked successfully. The savings projects delivered through the team were completed ahead of schedule allowing the Council to release employees earlier than anticipated to achieve greater savings. The continuity and handover arrangements supported by the model had also ensured that the transition to the new permanent structure had been smooth and performance across services had not been adversely affected.

Performance of the organisation remained very strong under the new structure. Over the last two years the Council had continued to deliver the commitments in the Council Plan. During that period the Council had:

- Continued to deliver further savings of £45m by 2020.
- Handled a further reduction in staffing of 320 on top of reductions of 810

in the previous 3 years whilst maintaining union relations and achieving positive results in the Employee Survey.

- c. Delivered cultural change in the organisation through the SBF programme which would have long lasting benefits in terms of greater resilience and capacity.
- d. Played a lead role in the establishment of the Combined Authority – following on from our role as employing organisation for the LEP employees. The Combined Authority was now established and operating independently.
- e. Achieved positive inspection reports from Ofsted and Peer reviews in Children's Services.
- f. The Council had supported a big improvement in performance across schools in the borough.
- g. Maintained good / outstanding ratings for our Children's homes.
- h. Achieved outstanding CQC ratings for Lanark Close.
- i. Undertaken a positive Peer Review of Adults Services.
- j. Achieved positive inspection results in the Adults Learning and Skills service.
- k. Submitted the Local Plan to the Planning Inspectorate.
- l. Progressed major investments in the Globe, the hotel, Ingleby Barwick Leisure Centre, the crematorium and in schools and roads.
- m. Delivered a packed year round events programme.
- n. Delivered 3 elections efficiently and effectively.
- o. Retained Customer Service Excellence across all areas.
- p. Retained our Investor in people status and achieved "Continuing Excellence" in the Better Health at Work Awards.

The strong performance had been recognised in the shortlisting as Council of the Year in the prestigious APSE, MJ and LGC awards. This was the first time ever achieved in a single year.

Whilst the position was positive it was also a fact that the Council continued to face a number of challenges and changes which meant that the Council must continue to develop and plan for the future with the second phase of managed transition in senior management roles.

The 2018-21 MTFP period included the challenge of delivering additional savings of £11m and there were significant uncertainties around future funding, as part of the requirement to deliver additional savings in the next MTFP period identified in the 2016 budget that the Council would be able to deliver further savings of £250k per annum in reduced senior management costs from 2020. Achieving these savings would be challenging given the ongoing pressures and funding reductions, however there was a financial imperative and if the Council continued with the ongoing managed programme of transition then the changes could be achieved in a way that would support the ongoing strong performance of the organisation.

The Council remained committed to the ambitious programme of development and regeneration in the borough and as part of this have a great deal of work to see through to complete the successful delivery of a number of major investments over the next year. However a number of the major capital programmes were due to complete in 2019 and then the Council would move into a period of operation and assimilation of these new assets rather than into a new capital investment programme.

The Council would need to continue to support employees to develop and grow through SBF to continually meet the challenge of delivering more with less.

The Council continued to face high levels of demand in Adults and Children's Social Care however it was hoped that the deeper embedding of the early help approach in both these services would begin to stem the growth in demand.

The planned departure of the Chief Executive at the conclusion of his fixed term contract must also be factored into the transition plans to ensure smooth leadership succession.

The managed transition which had taken place since September 2015 had been achieved successfully and there was confidence that if the Council continued with a managed and planned approach, it could achieve further successful transition.

The following managed transition proposal had been designed to address three key criteria:

- a. To deliver the required annual savings of £250k.
- b. To minimize disruption and achieve continuity and smooth succession.
- c. To enable a thorough reassessment by a peer review in 2019/20.

It was proposed that the post of Chief Executive be deleted in June 2019 and replaced with a Managing Director reflecting the transformed smaller Council officer establishment. Whilst this was in effect a redundancy situation, The Council negotiated a fixed term contract in which any right to redundancy payment was waived.

It was proposed that the Chief Executive steps down from his role as Chief Executive immediately prior to the 2019 Annual Council Meeting in June 2019, however he would continue in a transitional role until December 2019 and the expiry of his fixed term contract. As previously agreed by Cabinet and Council in 2015 the Chief Executive would leave the Council at the end of 2019, at the end of an agreed fixed term period. This arrangement was put in place to ensure retention, avoid redundancy costs and to allow for a planned succession process. In accordance with this plan it was proposed that following the move to an Interim Managing Director in June 2019, the Chief Executive would:

- a. Oversee the transition to the new Council following the elections in May 2019 and oversee the new Councillor induction programme.
- b. Prepare for a Corporate Peer Review.
- c. Deliver a leadership development programme (as part of SBF) to continue the programme of increasing capacity in the organisation. A number of places on this programme would be made available to candidates from the local VCSE sector.
- d. Provide mentoring and guidance to the Interim Managing Director to ensure a smooth transition.
- e. Continue to provide mentoring and peer support work to other Local Authorities and public sector bodies.

It was proposed that additional responsibilities be given to the current Deputy

Chief Executive to act as Managing Director on an interim basis from the AGM following the elections in 2019 until the completion of the LGA Peer Review in 2020 and permanent appointment of the Managing Director (as outlined in paragraph 16). At this point the Deputy Chief Executive post would be redundant.

It was proposed that one of the current Director posts would be adapted to include additional duties associated with the Deputy Managing Director responsibilities from June 2019. The allocation of the additional duties to a Director post would be determined in line with the Management of Organisational Change policy through a preferencing and Member-led interview process.

During the interim period described at paragraph 10 above, the Section 151 Officer role (currently part of the Deputy Chief Executive role) will be transferred to the current Director of Finance and Business Services role and the Deputy Section 151 Officer role to a post within the Finance and Business Services Directorate.

There would be no other changes to the senior management structure.

The Council had well developed and effective managing change protocols and procedures, developed with trade unions and set out in The Management of Organisational Change (MOC) policy, in line with this policy it was not anticipated that these proposals would require a formal consultation process. The Corporate Management Team supported these proposals and were committed to supporting the programme of smooth transition.

As with the first stage of the senior management review, support had been provided by NEREO to advise on the proposed revisions to the remuneration structure to accompany the new senior management roles. In line with Council policy, the new and revised posts had been subject to job evaluation by NEREO and a market testing of salaries had been undertaken. As a result of this, it was proposed that the new Managing Director role would be remunerated at a salary of £149,500. This salary reflected the changing scale of the organisation. It was proposed that the Deputy Managing Director role be remunerated at a salary of £125,000. This would deliver an annual saving of £250,000. The remuneration of all other senior management roles would remain unchanged.

An LGA Peer review would be undertaken in early 2020, this would provide a comprehensive review of the Council. The review would include an assessment of the structure to ensure that it provided sufficient capacity to meet organisational needs, a review of scrutiny and governance arrangements and support for Members. It was suggested that the recommended timing of the review was ideal as it could act as an assessment of the proposed new officer / leadership arrangements following the 2019 elections.

RECOMMENDED to Council that:

1. A Managing Director and Deputy Managing Director model which will deliver total proposed savings as a result of senior management reductions of £4,195,000 over the 4 year MTFP and £1,050,000 pa thereafter be introduced.

- 2. The transitional arrangements be agreed and the appointment of the Deputy Chief Executive as the Interim Managing Director to ensure smooth transition be agreed.**
- 3. A Local Government Association Corporate Peer Review be undertaken.**
- 4. A further report be received outlining options for the permanent appointment of a Managing Director and Deputy Managing Director following the Corporate Peer Review (Phase 3).**