

**Addenda for Cabinet
20 December 2016
Item 11 – Senior Management Review**

Addenda 3 – Views from Audit & Governance Committee 14 December 2016

The Committee members felt that this meeting should have been held before the County Council meeting of the 13 December 2016, so that their views could have fed into the County Council debate.

The points raised were as follows:

Why is the Strategic Director for People interim? Is the person or the post interim and how long is it interim for?

The Chief HR Officer explained that this enabled the organisation to keep options open and review the structure in 12 months. The proposed post holder will keep his statutory Director of Public Health role but will take on additional responsibilities, on the same salary, to enable us to make the most of his skills and experience in bringing Public Health, Adults and Childrens Services together.

The proposed Assistant Chief Executive job title

A number of Members raised concerns about this job title, particularly around:

- The seniority implied by the job title despite it not being the formal Deputy to the Chief Executive
- Lack of clarity about why this job title is so different from the others in the Resources directorate
- Lack of clarity about the remit of the role and its potential to be misleading
- Concerns that 'scrutiny' had not been part of this job title and that it should be

The Chief HR Officer emphasised that this role was not the deputy for the Chief Executive which would be undertaken by the Strategic Directors. There would be no change in job role or salary but the title was vital to use with external partners, (especially concerning our unitary bid) who need to know they are dealing with someone who has significant responsibility within the organisation.

The Committee felt it was important to vote on this issue and a vote on the following took place:

This Committee believe the Assistant Chief Executive job title is misleading. It requests Cabinet to give consideration to using 'Director of Policy & Scrutiny' instead.

In favour: 6

Against: 1

Abstain: 1

Is recruiting internally the best strategy? How do you know you are getting the best people for the roles?

The Chief HR Officer explained that Penna had assessed our Deputy Directors as part of the review and found them to be capable and willing to make the next step to Directors. The intention was to capitalise on this in order to retain our talent and save on recruitment costs. However, if approved, once this structure was complete further recruitment processes would include an external search.

How quickly will this be implemented?

If approved by Cabinet in December the intention would be to implement by the end of January.

Financial elements to the proposals

The Committee discussed the proposed savings and supported the approach. A question was asked as to why Finance did not sit in Communities given the current infrastructure challenges. The Chief HR Officer explained that the purpose of the structure was to deliver increased flexibility based upon need at any particular time. At present, given the Transformation agenda the County Director felt Finance needed to be in Resources, but there was no reason why Finance couldn't move to Communities in the future. Indeed all services under this model could be moved if circumstances dictated.

Would a team reward structure be more appropriate for the roles in this structure? This would further encourage working together rather than as individuals

The Chairman noted that this was the remit of Remuneration Committee rather than this Committee and the Chief HR Officer said he would include this idea in a future paper for Remuneration Committee.

The Audit & Governance Committee approved the following recommendations **subject to the above point about the job title of the Assistant Chief Executive.**

The Audit & Governance Committee is RECOMMENDED to:

- Note the progress made to date on the Senior Management Review
- Endorse the Senior Management Review recommendations and proposed structure and / or provide comments on any governance aspects for consideration by Cabinet.