

Restructuring Implementation Committee

Date: Thursday, 5th October, 2017

Time: 2.00 pm

Venue: Registrar's room, Guildhall, Bath

Councillor Sarah Bevan
Councillor Robin Moss
Councillor Dine Romero
Councillor Tim Warren

Chief Executive and other appropriate officers
Press and Public



Jo Morrison

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NOTES:

1. **Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

Paper copies are available for inspection at the **Public Access points:-** Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. **Recording at Meetings:-**

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator.

The Council will broadcast the images and sound live via the internet www.bathnes.gov.uk/webcast An archived recording of the proceedings will also be available for viewing after the meeting. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. **Public Speaking at Meetings**

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. They may also ask a question to which a written answer will be given. **Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.** Further details of the scheme:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

5. **Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

6. **Supplementary information for meetings**

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Restructuring Implementation Committee - Thursday, 5th October, 2017

at 2.00 pm in the Registrar's room, Guildhall, Bath

A G E N D A

1. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 5.

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** *or* an **other interest**, (as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

4. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

5. MINUTES OF PREVIOUS MEETING - 27TH APRIL 2017 (Pages 5 - 6)

To be confirmed as a correct record and signed by the Chair.

6. QUESTIONS AND STATEMENTS

7. EXCLUSION OF THE PUBLIC

The Committee is invited to consider if it wishes to move into exempt session. If so, the following resolution must be passed.

RECOMMENDATION that, having been satisfied that the public interest test would be better served by not disclosing relevant information, and in accordance with the provisions of Section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business because of the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act as amended.

8. APPOINTMENT OF CHIEF EXECUTIVE AND HEAD OF PAID SERVICE (Pages 7 - 14)

The Committee Administrator for this meeting is Jo Morrison who can be contacted on 01225 394358.

BATH AND NORTH EAST SOMERSET

RE-STRUCTURING IMPLEMENTATION COMMITTEE

Thursday, 27th April, 2017

Present:- Councillors Sarah Bevan, Dine Romero, Tim Warren and Joe Rayment (in place of Robin Moss)

Also in attendance:

16 ELECTION OF CHAIR

On a motion from Councillor Dine Romero, seconded by Councillor Sarah Bevan, it was agreed that Councillor Tim Warren would chair the meeting.

17 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Robin Moss, who was substituted by Councillor Joe Rayment.

18 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure, as set out on the agenda.

19 DECLARATIONS OF INTEREST

There were no declarations of interest made.

20 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

There were no items of urgent business, although the Chairman permitted the Head of Human Resources & Organisational Development to update the Committee following their decision of 13th September 2016 about a development arising from that decision. Following explanation, the Committee noted the proposed course of action.

21 MINUTES OF PREVIOUS MEETING - 13TH SEPTEMBER 2016

On a motion from Councillor Tim Warren, seconded by Dine Romero, it was

RESOLVED that the minutes of the meeting of 13th September 2016 be confirmed as a correct record and signed by the Chairman.

22 EXCLUSION OF THE PUBLIC

On a motion from Councillor Tim Warren, seconded by Councillor Dine Romero, it was

RESOLVED that, having been satisfied that the public interest test would be better served by not disclosing relevant information, and in accordance with the provisions of Section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business because of the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act as amended.

23 REDUNDANCY PROPOSALS

The Head of Human Resources and Organisational Development circulated the exempt appendix and drew Members' attention to the key points in the report. The Strategic Director – Place, and Divisional Director – Environmental Services responded to questions from Members relating to the proposal.

On a motion from Councillor Tim Warren, seconded by Councillor Dine Romero, it was

RESOLVED that the proposal is approved and the Chief Executive be given delegated authority to take all steps necessary to implement it.

The meeting ended at 9.25 am

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council	
MEETING:	RESTRUCTURING IMPLEMENTATION COMMITTEE
MEETING DATE:	05 October 2017
TITLE:	Appointment of Chief Executive and Head of Paid Service
WARD:	ALL
REPORT OF DIVISIONAL DIRECTOR – STRATEGY & PERFORMANCE	
AN OPEN PUBLIC ITEM	
List of attachments to this report: None	

1 THE ISSUE

- 1.1 This report makes proposals for appointing the Council's Chief Executive and Head of Paid Service.

2 RECOMMENDATION

The committee is asked to agree that:

- 2.1 The post of Chief Executive should be filled on a fixed term basis ending on 31 May 2020.
- 2.2 Expressions of interest in the post are sought from the Council's existing Strategic Directors.
- 2.3 The role profile set out in Appendix 1 is agreed and the salary is set in accordance with the current pay policy.

3 FINANCIAL IMPLICATIONS

- 3.1 The recurring costs associated with the post of Chief Executive/Head of Paid Service are met from within the existing Budget provision for pay and related employer on-costs.

4 CORPORATE PRIORITIES

- 4.1 The Council's senior management structures are targeted to allow the Council the maximum opportunity to deliver its priorities in an environment where the scale of the financial challenge is great, accepting there will be changes in terms of when and how priorities may be delivered and the Council's role may change over time.

5 THE REPORT

- 5.1 Following the resignation of Dr Jo Farrar as Chief Executive in 2016, Ashley Ayre was seconded for one year to the role of Chief Executive & Head of Paid Service from his substantive post of Strategic Director – People & Communities.
- 5.2 Having considered the Council's future senior officer leadership arrangements in the known and anticipated environment in which it will be working, the Leader is proposing that the post of Chief Executive be now filled on a fixed term contract basis until 31 May 2020. This will allow organisational changes envisaged to proceed at the same time as allowing sufficient future flexibility in the senior management structure. In order to maintain pace and contain costs, it is proposed that applications for this fixed term appointment be sought from amongst the Strategic Directors.
- 5.3 In accordance with its statutory obligations under section 4 of the Local Government & Housing Act 1989, the Council is required to formally designate one of its senior officers as its Head of Paid Service. It is anticipated that the person appointed Chief Executive would be so designated. This, however, is a matter reserved to Full Council.
- 5.4 It is proposed that existing role profile should form the basis of the appointment (see appendix 1) and that the salary should be within the range set out in the Council's annual pay policy statement (£135,000 - £155,000 pa). Other conditions of employment would be in accordance with those determined nationally by the Joint Negotiating Committee for Local Authorities' Chief Executives as supplemented by local agreement.
- 5.5 Key dates, should the proposal be agreed, are set out in appendix 2.

6 RISK MANAGEMENT

- 6.1 External legal advice has been sought in this matter. A risk assessment related to the issue and recommendations has not been undertaken which are determined by statutory requirements in particular Section 7(2) of the Local Government and Housing Act 1989.

7 EQUALITIES

- 7.1 An impact assessment has not been carried out. The proposed recruitment process takes account of the Council's Equalities Policy and selection will be in accordance with its recruitment and selection procedures, together with considerations set out in the Equality Act 2010.

8 CONSULTATION

- 8.1 Trade Unions have been informed of the proposed arrangements and outcomes.

9 ISSUES TO CONSIDER IN REACHING THE DECISION

- 9.1 Human Resources; Corporate; Impact on Staff; Other Legal Considerations.

10 ADVICE SOUGHT

10.1 The Council's Monitoring Officer (Head of Legal & Democratic Services Services) and Section 151 Officer (Divisional Director – Business Support) have had the opportunity to input to this report and have cleared it for publication.

Contact person	David Trethewey, Divisional Director – Strategy & Performance, tel: 01225 396353
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

Chief Executive

Role profile

To provide strategic leadership to the organisation, ensuring that the policy objectives and priorities of the administration are operationalised by the Council.

To ensure the efficient provision of high quality public services to people living in, visiting and working in Bath and North East Somerset.

Accountabilities

- Act as the principal policy advisor to Councillors and secure best professional advice on all relevant matters relating to the Council's functions and services. Support the Council's democratic decision making process so that policies are agreed and implemented.
- Lead the development of strategies to deliver the policies set by elected Councillors, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Bath and North East Somerset.
- Take lead responsibility for the overall corporate and operational management of the Council, monitoring performance against plans to ensure effective and efficient delivery of services to the highest standards, including financial, performance, risk, people and change management. This includes performing the statutory role of Head of Paid Service.
- Take lead role for the operational management of the Council in civil and other emergencies ensuring appropriate risk and business continuity plans are in place for such circumstances
- Develop and review the organisation of resources, partnership arrangements and practices to ensure effective and efficient delivery of services.
- Provide strong, visible leadership and direction through compelling communication of the vision and values of the organisation. Enable the Council's senior team to motivate and inspire their staff.
- Create and manage effective partnerships with a broad range of stakeholders, building support among them in order to deliver better public services and improved results for local people. This includes supporting the Leader of the Council in his role in the West of England LEP and on the Strategic Leaders Board.
- Represent the organisation, its aims and achievements to stakeholders locally, regionally and nationally.
- Forge a broad network of contacts across the public and private sector to maintain awareness of best practices and initiatives, adapting them for use within the Council to create demonstrable efficiencies and cost savings.

Skills, knowledge and experience

- Substantial record of senior strategic leadership achievement and experience, consistently developing strategies and translating them into effective operational plans.
- Extensive experience of working effectively and impartially with elected members and in supporting the democratic decision making process.
- A broad knowledge of public sector service delivery, both directly and through commissioning.
- A successful track record of forging and maintaining robust across organisational boundaries and working partnerships with communities to ensure the development, design and delivery of services that reflects their needs.
- Able to communicate a compelling vision to key stakeholders internally and externally to achieve operational outcomes.
- Experience of successful management and implementation of complex policy issues, leading organisational and/or cultural change in order to achieve successful outcomes.
- Business acumen from creating a commercial environment where the management of cost and customer satisfaction is paramount.

Leadership behaviours

- Champions the needs of the individuals and communities that Bath and North East Somerset serve, ensuring the Council places community needs at the heart of what they do and constantly challenging themselves and others to think from the customer perspective
- Creates a shared and compelling vision for Bath and North East Somerset helping people internally and externally to understand and engage with the Council's goals
- Builds strong, strategic partnership relationships and bring partners together to create joined up solutions to complex issues for the people of Bath and North East Somerset
- Takes a strategic approach to influencing, drawing on a range of approaches to effectively manage the politics and partnerships and position the Council for success internally and externally.
- Understands the local and national, formal and informal political and socio-economic context and stay tapped into the needs and agendas of different stakeholders. They use this understanding to pro-actively shape the context, identify opportunities or consider the best way to get things done.
- Simplifies complexity creating clarity and direction in ambiguous, multifaceted situations for themselves and others.
- Creates a culture of accountability, constructively and appropriately challenging peers, partners, members and more senior leaders to deliver agreed results and/or model the agreed values and behaviours.

- Sets stretching goals that challenge the status quo and existing performance levels drawing on what the best organisations across sectors are doing.

Performance measures

<i>Customer service</i>	<i>Relationships</i>
<ul style="list-style-type: none"> ▪ Continuous improvement in levels of customer satisfaction and service quality ▪ Feedback from Members and direct reports ▪ Quality of life in Bath and North East Somerset 	<ul style="list-style-type: none"> ▪ Reputation ▪ Policy influence ▪ Member feedback ▪ Partner feedback
<i>Value for money</i>	<i>Employees and culture</i>
<ul style="list-style-type: none"> ▪ Continuous cost reduction ▪ Service delivery and improvement ▪ Achievement of KPIs 	<ul style="list-style-type: none"> ▪ Employee engagement ▪ Working climate ▪ Behaviour

APPOINTMENT OF CHIEF EXECUTIVE – INDICATIVE TIMELINE

DATE	ACTIVITY
5 October 2017	Restructuring Implementation Committee – to consider recommendation on arrangements for Head of Paid Service/Chief Executive
6 October 2017	Invitation – to express interest
15 October 2017	Closing Date – Expressions of interest
w/e 20 October 2017	Interviews – Restructuring Implementation Committee
9 November 2017	Council - Appointment recommendation & designation as Head of Paid Service

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