

Appointments Etc Panel

Thursday, 6 April 2017, County Hall, Worcester at 11.00 am.

		Minutes
Present:		Mrs S L Blagg, Mr S E Geraghty, Mr A C Roberts, Mr G J Vickery and Mr T A L Wells
Available papers		The Agenda papers (previously circulated), a copy of which will be attached to the signed Minutes.
1040	Named Substitutes (Agenda item 1)	None.
1041	Apologies and Declarations of Interest (Agenda item 2)	None.
1042	Election of Chairman (Agenda item 3)	Mr S E Geraghty was elected Chairman.
1043	Election of Vice-Chairman (Agenda item 4)	Mr A C Roberts was elected Vice-Chairman.
1044	Confirmation of Minutes (Agenda item 5)	RESOLVED: that the minutes of this meeting be circulated to Members of the Panel and be signed by the Chairman in the light of any comments on their accuracy received within 7 days of their circulation.
1045	Exclusion of Press and Public (Agenda item 6)	RESOLVED: that the public and press be excluded from the meeting during the consideration of the following items of business on the grounds that if they were present during such consideration it would be likely that there would be disclosure to them of exempt information as defined in Section 100(I) and Schedule 12A of the Local Government Act 1972 relating to any individual and the public interest in maintaining the exemption outweighed the public interest in disclosure.

**1046 Changes to
Commercial and
Change Senior
Management
(Agenda item 7)**

Summary of the proceedings during which the Press and Public were excluded. (This is a fair summary of the proceedings and there are no exempt minutes.)

Background Information

On 21 June 2016, Peter Bishop was appointed Interim Director of COaCH, anticipated to be until Sander Kristel (the then substantive Director of COaCH) returned from the Interim Director of Adult Services post. However, at the Appointments etc Panel on 3 November 2016 Sander was appointed Director of Adult Services and therefore would not return to his previous substantive post.

An Appointments etc Panel was held on 16 December 2016 to consider an extension of the arrangements for the Interim Director of CoaCh post with the current incumbent, Peter Bishop, continuing in that post. Recommendations were also approved to approve the temporary re-assignment of the senior management responsibilities related to Property Asset Management and the Facilities services to Joanna Charles (Head of Commercial) and the Strategic Change (Programme Management) Team to Sean Pearce, Chief Financial Officer. All other services within COaCH remained reporting directly to Peter Bishop.

These temporary arrangements were anticipated to continue until at least June 2017 when the new Council could decide upon a permanent arrangement for the COaCh Directorate. However, on 13 March Peter Bishop resigned from employment with the Council and is currently serving notice until his agreed cessation date of 2 June, with his last working day being Thursday 25 May 2017.

Interim Arrangements for the Director of Commercial and Change

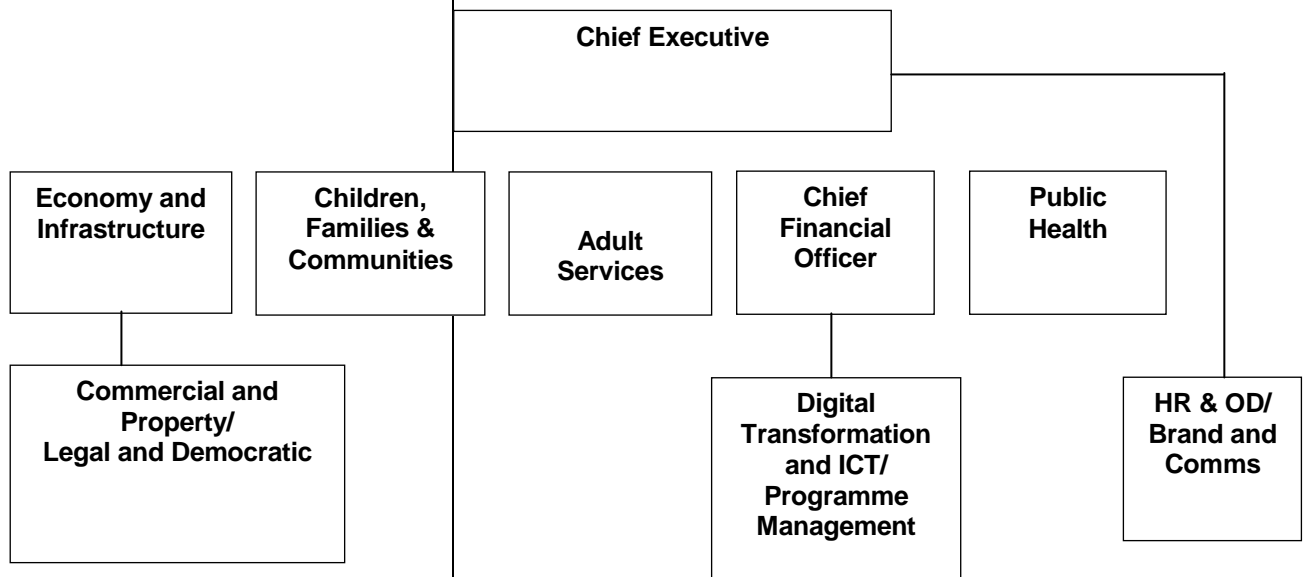
Options for the permanent leadership of the COaCH services are currently being developed and are envisaged to be presented to either full Council or an Appointments etc Panel (depending on the recommended approach) in summer 2017. Dependent upon the option agreed, it could take up to six months from this date for a permanent structure to be agreed and implemented (if incorporating notice periods) and therefore further interim arrangements are necessary in any event, without prejudice to whatever final decision is taken.

After considerable thought regarding options for this interim period, the Chief Executive, in consultation with the Leader of the Council, proposed that a redistribution model is implemented rather than a like for like external or internal interim.

This model would see the redistribution of Heads of Service and their functions reporting to certain members of the Strategic Leadership Team in the interim. This approach provided more benefits than those which could be realised using a 'like for like' replacement model.

The redistribution model is shown below, which indicates temporary supervisory arrangements rather than a structural move into new Directorates. This has been developed to give consideration to natural alignments between Directorate portfolios and the supporting functions (for example Economy and Infrastructure and responsibility for Commercial and Property), those functions that naturally interface more directly with the Chief Executive role (for example HR and Communications).

Redistribution Model



The benefits of this model include:

- Reduction in Strategic Leadership cost from not having an Interim Director – circa £75k for six months
- It further tests the potential of matrix working
- Avoids the demotivation for key individuals associated with applying for and failing to get

- appointed to a 'like for like' model
- Opens up possibilities given there may be further changes to structures required from 2018 as part of our transformation work in support of the corporate plan and MTFP.

The main disadvantage of this model was that Directors already have significant portfolios. This model will test their ability to drive forward change through the relevant support service and we therefore need to be mindful of their capacity.

Next Steps

Taking all of the above into consideration, the Chief Executive recommended the interim model is implemented with effect from 26 May, immediately following the first meeting of the newly elected Council. The options for the permanent structural arrangements with respect to the COaCH leadership model will be reviewed in summer 2017.

In the circumstances, Panel members were supportive of the proposal as a temporary arrangement, without prejudice to future consideration of structures. Members appreciated the additional demands placed on some SLT members in the interim, and this was particularly relevant given the pending departure of the Chief Executive. These were interim arrangements, and decisions on the permanent structure would be taken under the new Council.

RESOLVED: that the Panel

- a) approve the proposal to cover the vacant Director of Commercial and Change (COaCH) post with a temporary matrix management arrangement as detailed in paragraphs 8-11 of the report, until a permanent option has been agreed; and**
- b) authorise the Chief Executive to finalise arrangements with affected Officers and take all necessary steps to put the above into effect.**

The meeting ended at 11.50am.

Chairman