

**SOUTH STAFFORDSHIRE COUNCIL**

**COUNCIL – 27 JUNE 2023**

**CONFIDENTIAL REPORT OF THE PERSONAL DEVELOPMENT REVIEW &  
APPOINTMENTS PANEL**

**A REVIEW OF CORPORATE LEADERSHIP TEAM ROLES AND RESPONSIBILITIES**

**PART A – SUMMARY REPORT**

**1. SUMMARY OF PROPOSALS**

- 1.1 At its meeting of 28 April 2023 Personal Development Review and Appointments Panel considered a report of the Chief Executive setting out interim and longer-term proposals arising from the departure of a member of Corporate Leadership Team.
- 1.2 Personal Development Review and Appointments Panel approved the following changes with effect from 1 July 2023, subject to approval from Council.

**2. RECOMMENDATIONS**

2.1 That Council approve

- The appointment of the Finance Manager as the Council's interim s 151 Officer
- A regrade of the post of Director Legal & Governance to Corporate Director Governance.
- Provide authorisation to the Council's Monitoring Officer to make any necessary staffing changes to the constitution arising from this report.

**3. IMPACT**

POLICY/COMMUNITY IMPACT	Do these proposals contribute to Council Plan objectives?	
	Yes	Flexible and skilled Council.
	Has an Equality Impact Assessment (Beqaa) been completed?	
	No	Not required.
SCRUTINY POWERS	N/A	
KEY DECISION	No	
TARGET DATE	Yes	1 July 2023
FINANCIAL IMPACT	Yes	This is set out in para 5.1.
LEGAL ISSUES	Yes	The decision in respect of appointment at CLT level is reserved to Council. Council also needs to agree the appointment of an officer acting as Section 151 Officer.

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OTHER IMPACTS, RISKS & OPPORTUNITIES	N/A	Workforce planning is essential in mitigating risks of failure to recruit or retain business critical skills.
IMPACT ON SPECIFIC WARDS	No	

**PART B – ADDITIONAL INFORMATION**

**4. BACKGROUND**

- 4.1 The current Corporate Director Finance and Resource (s151) is leaving at the end of June this year. It is a requirement of the Local Government Act 1972 that Local Authorities make arrangements for the proper administration of their financial affairs. The Council's Finance Manager will therefore be appointed on an interim basis to undertake the role of s 151 Officer until a new postholder is appointed.
- 4.2 The departure of the Corporate Director Finance and Resource (s 151) provides an opportunity to review the current Leadership Team responsibilities to ensure the Council continues to remain in a strong position to respond to both internal and external pressures.
- 4.3 Regularly refreshing the corporate leadership roles have been essential in ensuring there has been the capacity for the Council to develop at pace and have sufficient head room to plan ahead and importantly mitigate against constant firefighting and service cuts as central government funding continues to be squeezed.
- 4.4 The approach taken has resulted in positive outcomes for both our residents and businesses and importantly our day-to-day service provision has consistently been delivered to a high standard, as demonstrated through our annual performance of the Council Plan priorities and targets set. This has been recognised through numerous national awards over the last four years and importantly the Council recently received an excellent LGA Peer Review.
- 4.5 A key component to the success and delivery of the above has been the continued organisation of the workforce and the ongoing interaction between the Corporate Leadership Team and Members. The Council's values and work mantra of 'one team one council' continues to drive how the Council operates. In the Councils 2022 resident survey over 80% of residents said they would recommend South Staffordshire as a place to live and 93% of staff in a recent survey said they would recommend the Council as a place to work.
- 4.6 It will be important that the Council is able to continue to respond to the challenges ahead and work at the existing pace to deliver a wide range of services and community support and crucially maintain a high standard of service.

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- 4.7 To deliver these ambitions, several operational changes are being made to the Corporate Leadership Team. In summary going forward there will be three Corporate Directors and one Director of Finance. An overview of the updated roles and responsibilities affecting Corporate Leadership Team is in appendix one.
- 4.8 The Director of Legal & Governance, will now take a greater strategic role along with increased additional roles and responsibilities. It is therefore proposed to change the post title to Corporate Director of Governance and regrade the post to the Corporate Director grade with effect from 1<sup>st</sup> July 2023.
- 4.9 Director of Finance (s 151). This post is a redesignation of the Corporate Director of Finance and Resource (s 151) post. Salary circa £77,000-£90,000 which is based on the grade of our existing director pay band with additional headroom to respond to the market which could include offering a golden hello and/or a market supplement.
- 4.10 The current Finance Manager will be paid an additional payment to act up as s 151 Officer until the Director of Finance post has been appointed to and commenced in post.
- 4.11 The corporate directors' corporate responsibilities include activities such as monthly corporate challenge boards that focus on key operational priorities; regular forward planning and future proofing exercises; Member 'ward walks;' and targeted staff corporate activities. The wider corporate role excludes the Director of Finance, although the position will still be part of the Corporate Leadership Team and will be an active member of the weekly leadership team meetings and Cabinet Weekly Briefing.
- 4.12 It is anticipated that these changes will be implemented from 1 July 2023 to coincide with the departure of the current Corporate Director Finance and Resource (s 151).
- 4.13 Full Council approved a 2 yearly market review of senior pay (officers on JNC Conditions) on 14 September 2021. A current exercise is taking place to assess the market pay of senior manager posts in comparable size councils. Budgetary provision has accounted for any possible financial implications arising from this in the MTFS and will be subject to a separate report to Personal Development Review and Appointments Panel and in relation to Corporate Leadership posts, Full Council.

**5. FINANCIAL IMPLICATIONS**

- 5.1 All financial implications arising from this report can be met within existing resources, as identified in the MTFs, and approved by Members in February 2022.

**6. CONSULTATION**

- 6.1 Consultation has taken place with post-holders regarding any changes to duties and responsibilities.

**7. POLICY CONSIDERATIONS**

- 7.1 The proposal to appoint a new Director of Finance (s151) requires agreement by Council following consideration of the Personal Development Review and Appointments Panel.
- 7.2 The Council's Pay Policy Statement will be updated to reflect any changes as appropriate and brought to a future Council meeting for formal approval. It should be noted that the proposals are not contrary to the existing Pay Policy but the changes if approved would need to be reflected in the detailed list of posts within that Policy.

**8. IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

- 8.1 N/A.

**9. BACKGROUND PAPERS**

- 9.1 N/A

**10. APPENDICES**

- 10.1 Appendix one -Summary of changes to roles and responsibilities.

Report prepared by Mr Dave Heywood, Chief Executive on behalf of the Personal Development Review & Appointments Panel.

## **Summary of Corporate Leadership Team roles & responsibilities**

### **Chief Executive (CEO) (DH)**

*Continue to have overarching responsibility – Lead the strategic direction of the Council to create the right culture and environment to deliver a dynamic and forward-thinking organisation to ensure the needs of our residents and wider communities are met. Overseeing strategic direction for Corporate Leadership Team, Cabinet/Members, Council Plan, Elections, Evolution Programme, Policy, HR, and Workforce.*

### **Corporate Director - Chief Operating Officer (COO) – (JS)**

*Overarching responsibility – Lead organisational performance and change to influence frontline services that impact directly on our customers. This position will focus on the ‘margins’ as described as a priority at our last LGA Peer Review.*

<b>Functions</b>	<b>Services</b>
<ul style="list-style-type: none"> <li>• Integrated performance management</li> <li>• Council Plan performance</li> <li>• Service standards</li> <li>• Digital dashboards</li> <li>• Service planning</li> <li>• Communications</li> <li>• Customer interaction – community hub</li> <li>• Emergency planning &amp; business continuity</li> <li>• Community safety</li> <li>• Data intelligence/analysis -customer, community insight &amp; equalities</li> </ul>	<ul style="list-style-type: none"> <li>• Community Service teams</li> <li>• Welfare Service teams: <i>housing support, homelessness prevention, refugee, and asylum support.</i></li> <li>• Digital &amp; transformation team</li> <li>• Customer service teams</li> </ul>

### **Corporate Director of Place and Communities – (AR)**

*Overarching responsibility – take a leadership role and responsibility for a broad portfolio of both place based and community focused services and functions.*

<b>Functions</b>	<b>Services</b>
<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Skills and employment</li> <li>• Communities/Localities/Schools liaison</li> <li>• Business Place Partnership</li> <li>• Public Sector Partnership</li> <li>• Cost of Living</li> <li>• 3 tier working</li> <li>• Voluntary sector</li> <li>• Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Planning/Local Plan/Enforcement Teams</li> <li>• Enterprise Team</li> <li>• Locality Team</li> </ul>

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**Corporate Director Governance (Regraded post) (LF)**

*Overarching responsibility – Responsible for ensuring compliance and giving clear trusted legal and governance advice to Members and officers and leading the external legal partnership.*

<b>Functions</b>	<b>Services</b>
<ul style="list-style-type: none"> <li>• Monitoring Officer</li> <li>• Member Liaison</li> <li>• Legal Partnership</li> <li>• Parish Governance liaison</li> <li>• Deputy Returning Officer</li> <li>• Audit risk and assurance</li> <li>• Corporate compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Services</li> <li>• Legal Team</li> <li>• Executive/Democratic Team</li> <li>• Elections Team</li> </ul>

**Director of Finance s 151 (vacant)**

*Overarching responsibility – Maintaining effective financial administration, stewardship and delivering sound financial plans and orchestrating creative solutions wherever possible.*

<b>Functions*</b>	<b>Services</b>
<ul style="list-style-type: none"> <li>• Section 151 Officer (JM)</li> <li>• Financial planning and accounting (JM)</li> <li>• Procurement (JS)</li> <li>• Resource Planning and Prioritisation (JM/DH)</li> <li>• Debtors/creditors (JM)</li> <li>• Risk management (LF)</li> <li>• Property/assets (AR)</li> <li>• Commercial investment projects (JS)</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Team (DH)</li> <li>• Revenues and Benefit Teams (JS)</li> <li>• Asset and Estates Team (AR)</li> </ul>

\*(Initials) Denotes temporary interim act up arrangements pending the appointment of the Director of Finance (s 151).