

**ASHFIELD DISTRICT COUNCIL**



Council Offices,  
Urban Road,  
Kirkby in Ashfield  
Nottingham  
NG17 8DA

## **Agenda**

# **Chief Officers' Employment Committee**

Date: **Thursday, 1st September, 2022**

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Time: **10.00 am**

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Venue: **Committee Room, Council Offices, Urban Road,  
Kirkby-in-Ashfield**

For any further information please contact:

**Lynn Cain**

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01623 457317

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# Chief Officers' Employment Committee

## Membership

**Chairman:** To be determined

**Councillors:**

Chris Baron

Tom Hollis

Helen-Ann Smith

Vacancy

Samantha Deakin

Rachel Madden

Jason Zadrozny

## FILMING/AUDIO RECORDING NOTICE

This meeting may be subject to filming or audio recording. If you have any queries regarding this, please contact Members' Services on 01623 457317.

## SUMMONS

You are hereby requested to attend a meeting of the Chief Officers' Employment Committee to be held at the time/place and on the date mentioned above for the purpose of transacting the business set out below.



**Theresa Hodgkinson**  
**Chief Executive**

## **AGENDA**

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- 1. Appointment of Chairman for the duration of the meeting.**
- 2. To receive apologies for absence, if any.**
- 3. Declarations of Disclosable Pecuniary or Personal Interests and/or Non-Registrable Interests.**
- 4. To receive and approve as a correct record the minutes of the meeting of the Committee held on 3 March 2022.** 5 - 6
- 5. Proposed Corporate Leadership Restructure.** 7 - 12
- 6. Section 100A Local Government Act 1972; Exclusion of the Press and Public.**

A Member of the Committee is asked to move:-

“That in accordance with the provisions of Section 100A of the Local Government Act 1972, the press and public be now excluded from the meeting during the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of part 1 of Schedule 12A of the Act and in respect of which the Proper Officer considers the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

- 7. Chief Executive's Appraisal.**

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## CHIEF OFFICERS' EMPLOYMENT COMMITTEE

Meeting held in the Committee Room, Council Offices, Urban Road, Kirkby-in-Ashfield,

on Thursday, 3rd March, 2022 at 9.30 am and reconvened on Friday, 11th  
March, 2022 at 1.00pm

**Present:** Councillor Jason Zadrozny in the Chair;

Councillors Tom Hollis, Rachel Madden, Helen-Ann Smith, David Walters and Daniel Williamson(as substitute for Dave Shaw).

**Apologies for Absence:** Councillors Chris Baron and Dave Shaw.

**Officers Present:** Karen Barke, Ruth Dennis (11 March only), Kate Hill and Theresa Hodgkinson (3 March only).

### **CO.9 Declarations of Disclosable Pecuniary or Personal Interests and/or Non-Registrable Interests**

No declarations of interest were made.

### **CO.10 Minutes**

RESOLVED

that the minutes of the meeting of the Committee held on 18 November 2021, be received and approved as a correct record.

### **CO.11 Section 100A Local Government Act 1972; Exclusion of Press and Public**

RESOLVED

that in accordance with the provisions of Section 100A of the Local Government Act 1972, the press and public be now excluded from the meeting during the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of part 1 of Schedule 12A of the Act and in respect of which the Proper Officer considers the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **CO.12 Interview for the position of Director of Place and Communities**

Members considered and agreed the process for conducting the interviews, including questions and other aspects relevant to a full and transparent interview for the candidates.

Committee Members then proceeded to conduct the interviews prior to adjourning the meeting at 4.00pm on Thursday, 3 March 2022 to reconvene on a date to be agreed.

The meeting reconvened at 9.30am on Friday, 11 March 2022 to enable Members to conduct a second interview with a candidate.

**RESOLVED**

that Robert Docherty be appointed to the post of Director of Place and Communities on a date to be agreed.

The meeting closed at 2.45 pm

Chairman.



<b>Report To:</b>	<b>CHIEF OFFICERS EMPLOYMENT COMMITTEE</b>
<b>Date:</b>	<b>1 SEPTEMBER 2022</b>
<b>Heading:</b>	<b>PROPOSED CORPORATE LEADERSHIP RESTRUCTURE</b>
<b>Executive Lead Member:</b>	<b>CLLR. JASON ZADROZNY – LEADER OF THE COUNCIL</b>
<b>Ward/s:</b>	<b>ALL</b>
<b>Key Decision:</b>	<b>NO</b>
<b>Subject to Call-In:</b>	<b>NO</b>

### **Purpose of Report**

To give an overview of the proposed Corporate Leadership Restructure and seek approval from the Chief Officers Employment Committee to enter into consultation and delegate any decisions to the Chief Executive Officer, in consultation with the Leader.

### **Recommendation(s)**

1. To authorise the Chief Executive in consultation with the Leader to undertake consultation for the restructure of the Corporate Leadership Team and thereafter to implement the restructure in accordance with the timeline set out in the report.
2. To delegate to the Chief Executive Officer as Head of Paid Service in consultation with the Leader to set revised bands for the structure within current budgets and in line with current policies. Any proposals outside of the budget envelope would require a report to Council.

### **Reasons for Recommendation(s)**

The proposed changes will enable the Council to embed the core Values and Behaviours and enable a stronger, balanced leadership aligned to the Strategic Direction and Corporate Priorities with clear decision making that will empower employees.

In addition, it looks to facilitate collaboration and consistency across the Authority and allow employees to be accountable for their decisions and actions. This level of decision making and accountability will enable the Authority to work more efficiently and expediently as well as be able to adapt to a changing environment.

The proposed structure is based around the customer as opposed to service areas and looks to promote and embed the 'One Council ethos'. It also enables greater clarity and strategic direction for the Council.

## **Alternative Options Considered**

Not undertaking a restructure has been considered and discounted as the current structure no longer enables the flexibility and alignment to meet key challenges and opportunities over the next 5 years, delivering against the Strategic Direction, Corporate Plan and Devolution Deal.

## **Detailed Information**

The proposed revised Corporate Leadership Structure will be undertaken in two phases, phase 1 will involve the Directors and phase 2 will include all Assistant Directors and Service Managers (Third tier).

The Council has recently benefited from a number of LGA external reviews and sense checks such as the Corporate Peer Review, Recovery & Renewal Review and Decision Making Accountability (DMA). All these reviews have acknowledged the many strengths of the Council, its exemplary track record of achievements and the developing and ambitious aspirations through the Strategic Direction and Corporate Plan over the next 5 years. In doing so, the reviews have recommended the need to review the Council's strategic management structure to ensure it aligns leadership roles, responsibilities, capacity and flexibility to deliver the Council's priorities and is sufficiently placed to maximise influence and benefits from the Devolution and Levelling Up Agendas.

The DMA Review in particular has outlined a number of considerations for structure change that will allow the Authority to be flexible to the needs and priorities both current and emerging.

DMA is a methodology which supports organisational design. Adopted as Organisational Design tool by LGA, it is used to identify efficient and cost-effective organisational structures for the future. It is a robust, proven framework to help diagnose and design healthy management hierarchies.

The Council's 5-year Strategic Direction has recently been approved, this coupled with Devolution, Climate Change, Physical Regeneration projects such as UKSPF, Towns Fund and Levelling Up and changes to Housing Regulations highlights the emerging challenges the Council is facing.

The LGA-Recovery & Renewal and DMA reports have also highlighted the importance of a Retention Strategy to ensure the Council maximises its resilience and ability to deliver these ambitious projects.

In addition, it also represents an opportunity to align functions and to improve synergy between service areas.

The structure aims to:

- Nurture the right environment to get the best for our employees, residents, businesses, Councillors and the environment
- Continue to positively challenge the status quo
- Embeds the Core Values and Behaviours of the Council
- Enables a stronger balanced and clearer leadership



- Enables clear decision making and accountability
- Empowers all employees
- Facilitates collaboration and consistency across services
- Enables the Authority to adapt to a changing environment
- Promotes the 'One Council ethos'

The Director roles and job descriptions are fundamentally unchanged as they are currently generic but do include technical and specialist knowledge based on the specifics of the role. A key part of each role is the wider leadership competencies expected of a Director and the expectation that they will work as a team across the Council, leading on corporate projects alongside their functional responsibilities.

The proposed timetable is as follows:

9th September 2022	Formal employee consultation commences
23rd September 2022	Consultation ends
w/c 26th September	Suggestions from consultation considered
October 2022	Chief Officer Employment Committee/Cabinet if required (TBC)
Date to be determined	New structure implemented

## **Implications**

### **Corporate Plan:**

The structure proposed for consultation has been considered against the corporate plan and is aligned with it.

### **Legal:**

The Scheme of Delegation within the Council's Constitution delegates all employment matters to the Head of Paid Service (CEO) save for those specified in the Employment Rules in accordance with legislation (Local Government and Housing Act 1989, Section 4).

Where staffing relates to Chief Officers, the Head of Paid Service is required to report to the COEC the manner in which she intends for the Council's functions to be co-ordinated, the number and grades of staff required by the authority for the discharge of their function, the organisation of the authority's staff and the appointment and proper management of the authority's staff.

Part 3, Section 1.8 (Committee Terms of Reference) and Part 4 (Employment Procedure Rules) of the Constitution set out the remit of the Chief Officers Employment Committee in relation to the appointment of Chief Officers, the job descriptions for those roles and for recommending appointment of the Statutory Officers to Council for approval.

**Finance:**

Budget Area	Implication
General Fund – Revenue Budget	None identified at this stage.
General Fund – Capital Programme	N/A
Housing Revenue Account – Revenue Budget	N/A
Housing Revenue Account – Capital Programme	N/A

**Risk:**

Risk	Mitigation
Not undertaking a restructure.	<p>The current structure no longer enables the flexibility and alignment to meet key challenges and opportunities over the next 5 years, delivering against the Strategic Direction, Corporate Plan and Devolution Deal.</p> <p>The DMA methodology has been adopted as Organisational Design tool by LGA, it is used to identify efficient and cost-effective organisational structures for the future. It is a robust, proven framework to help diagnose and design healthy management hierarchies.</p>

**Human Resources/Equality and Diversity:**

Human resources implications are contained within the report. All employment policies, procedures and protocols will be applied as appropriate. This will include application of the Restructuring and Redundancy Policy, consultation with affected employees and trade unions.

**Environmental/Sustainability:**

N/A

**Equalities:**

Considered above.

**Other Implications:**

N/A

**Reason(s) for Urgency**

N/A

**Reason(s) for Exemption**

N/A

**Background Papers**

None.

**Report Author and Contact Officer**

Theresa Hodgkinson

CHIEF EXECUTIVE

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