

From: Amanda Beer – Corporate Director Engagement, Organisation Design and Development

To: Personnel Committee

Date: 13 October 2016

Subject: Succession Planning and Organisation Design

Summary: This paper provides the context for a presentation to the Personnel Committee by the Corporate Director Engagement, Organisation Design and Development updating on actions arising from previous papers to the Committee about succession planning across the Authority and the impact of external and internal change agendas.

1. Introduction

- 1.1 Personnel Committee received reports on the implications of changes in government guidance and legislation around local authority duty to protect the vulnerable in April, June and November 2015 and how these implications impacted, alongside internal change agendas, on the responsibilities and expectations of senior roles in the Authority. These papers outlined and explored the drivers for change which are not repeated here but which remain very relevant when reviewing impacts on senior posts and the operating framework.
- 1.2 As a result of the previous reports, the Committee commissioned further work, including completion of succession plans by Corporate Directors for the senior posts in their Directorates by the end of 2015. The completion of the succession planning exercise has helped the analysis of current risks and highlighted some areas of concern.
- 1.3 Over the same period, work was undertaken to define commissioning responsibilities for senior posts to support the successful delivery of the commissioning framework. The impact of the move to a commissioning authority on senior posts was explored in the November 2015 paper to the Committee.
- 1.4 The ongoing budget pressures, market reviews, consideration of alternative service delivery models and the need to fundamentally transform some of our services have also led to significant proposals for further service redesign.
- 1.5 As noted in previous reports, the ability of the Authority to continuously review its operating framework has enabled it to respond effectively to both internal and external drivers for change over the last several years and it is considered crucially important that this approach continues.

1.6 This has been particularly important in relation to statutory posts which need to have the necessary authority and support to discharge the prescribed responsibilities effectively. The capacity and capability of the senior management cohort are critical success factors in the short, medium and long term.

2. Recommendation

The Personnel Committee is invited to agree that the Corporate Director Engagement Organisation Design and Development delivers a presentation on actions to be taken in response to the issues raised in Section 1 of this report.

Background papers:

Succession Planning - Personnel Committee November 2015

Protecting the vulnerable – an organisational review of our response to government guidance and lessons learnt elsewhere - Personnel Committee June 2015

Developments and Implications of recent government actions on statutory postholders, organisation design and employment policies - Personnel Committee April 2015

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