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**TRAFFORD
COUNCIL**

AGENDA PAPERS MARKED 'TO FOLLOW' FOR EMPLOYMENT COMMITTEE

Date: Monday, 28 June 2021

Time: 5.00 p.m.

**Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford,
M32 0TH**

Due to Covid 19 restrictions public attendance will be by registration only. If you would like to attend as a member of the public please contact the Governance Team at democratic.services@trafford.gov.uk or contact the Governance Officer using the details below no later than 4.00p.m. Friday 25 June 2021.

A G E N D A	PART I	Pages
10.	CORPORATE DIRECTOR PORTFOLIOS	1 - 12

To receive a report from the Corporate Director of Strategy and Resources.

SARA TODD
Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), A.M. Whyte (Vice-Chair), D. Acton, C. Boyes, J. Holden, D. Jarman, S. Longden, D.C. O'Sullivan and A.J. Williams.

Further Information

For help, advice and information about this meeting please contact:

Alexander Murray, Governance Officer
Tel: 0161 912 4250
Email: alexander.murray@trafford.gov.uk

Employment Committee - Monday, 28 June 2021

This agenda was issued on **Friday, 18 June 2021** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 28th June 2021
Report for: Approval & information
Report of: Chief Executive

Report Title

Realignment of Corporate Leadership portfolios following the approval of the application for voluntary severance of the Corporate Director Governance and Community Strategy.

Summary

This report sets out proposals for the realignment of Corporate Director portfolios following the approval of voluntary severance of the Corporate Director Governance and Community Strategy with effect from 30th April 2022.

It sets out the direction of travel to implement the changes required so that the foundations are in place for us to continue to modernise and achieve our ambitions for a people focussed, digitally enabled and commercially minded council with services that provide the best customer experience making the most of our assets in the borough.

Recommendation(s)

1. Note the dis-establishment of the Corporate Director post Governance and Community Strategy reducing the number of Corporate Director level posts from five to four;
2. Note the creation of the post of Director of Legal and Governance and the re-alignment of the Legal and Governance function under the direction of the Chief Executive and the transfer of the Culture and Customer services portfolio into the Strategy and Resources Directorate under the direction of the Corporate Director;
3. Note the realignment of STAR under the Director of Finance & Systems portfolio;
4. Approve the job description for the Director of Legal and Governance Services and note that the holder of this post will also act as the Council's Monitoring Officer, at a remuneration level of £95,000 salary maximum and the subsequent recruitment arrangements;
5. Note the financial saving of £24,955 in 2022/23

Contact person for access to background papers and further information:

Name: Angela Beadsworth
Extension: 1291

Background Papers: None

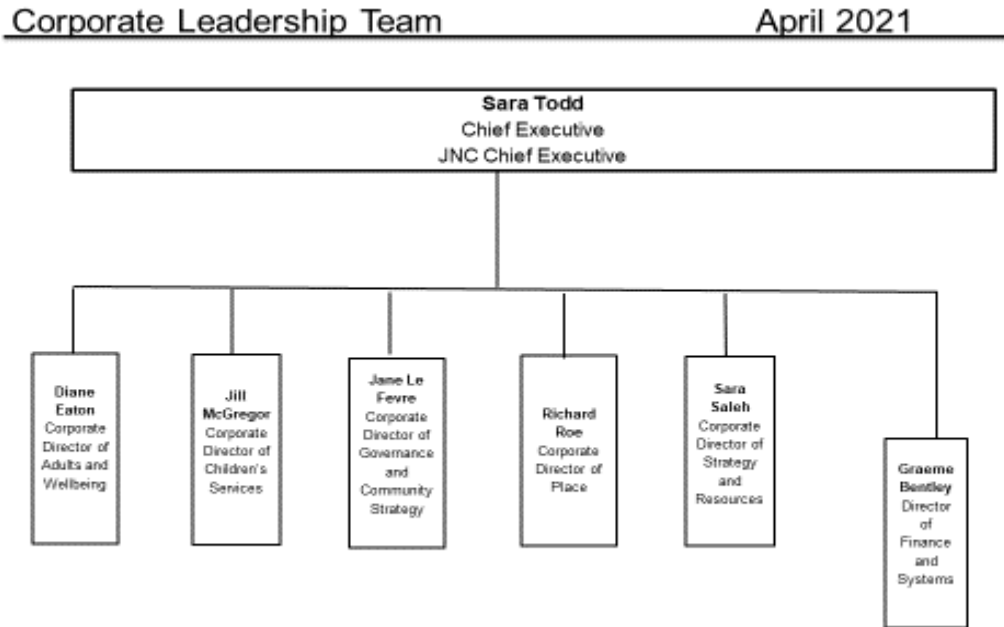
Relationship to Policy Framework/ Corporate Priorities	The safe and effective running of the organisation is a critical priority and the creation of a dedicated legal and governance service function and the re-alignment of customer service & cultural strategy and the STAR functions will support us to achieve our strategic vision and ambitions.
Relationship to GM Policy or Strategy Framework	The arrangements are very much aligned to the principles of collaboration expressed through GMCA policy direction and all associated strategies.
Financial	There is an overall saving of £24,955 in 22/23.
Legal Implications:	The proposals will continue to ensure that the Council meets statutory requirements in terms of the establishment and recruitment to the Monitoring Officer role.
Equality/Diversity Implications	We continuously strive to be inclusive and are committed to creating an environment that values and respects the diversity and richness that differences bring. By being inclusive, we can then better understand our residents and businesses and, in turn, serve them better.
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	Impacts on Corporate Director portfolios and on some Head of Service roles in terms of changes to reporting lines.
Risk Management Implications	None
Carbon Reduction	We aim to reduce our carbon footprint and costs through investing in our digital capabilities, and securing our future by generating income through partnerships and collaboration to ensure our long term sustainability.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1.0 BACKGROUND

- 1.1 A realignment of Corporate Director portfolios was approved by the Executive in February 2020 and supported by Employment Committee in March 2020, following the completion of the high level business case for the Strategic Services Review (SSR). The report also outlined additional structural changes proposed to support the retirement of the Corporate Director, Finance and Systems, reducing the number of Corporate Director portfolios from six to five in April 2021.
- 1.2 The implementation of the Strategic Services review was subsequently delayed due to the need to divert our attention to the COVID 19 pandemic response in March 2020 and it is only more recently in May 2021, that it has been fully implemented.
- 1.3 This review saw the transfer of Community Safety and the Partnerships team into the Corporate Director Place from the Governance and Community Strategy portfolio, reducing the span of functional responsibilities.
- 1.4 The request of the Corporate Director Governance and Community Strategy to leave on voluntary grounds, presents a further opportunity to review Corporate Director

portfolios as we move into our recovery phase post COVID 19 and a refresh of our corporate priorities for 2022 and beyond.

- 1.5 The proposals contained in this paper further reduce the number of Corporate Director posts from five to four.
- 1.6 The current senior leadership structure is outlined below.



2.0 RE-ALIGNMENT OF CORPORATE DIRECTOR PORTFOLIOS

- 2.1 An options appraisal was undertaken of the impact of the request of the Corporate Director to leave on voluntary grounds and a number of options were presented for consideration.
- 2.2 The proposals contained in this report will place our legal and governance responsibilities at the core of our organisation with the new post of Director of Legal and Governance Services and Monitoring Officer, reporting directly to the Chief Executive.
- 2.3 Transferring customer services and cultural strategy into the Strategy & Resources Directorate aligns with our strategic ambitions to put people at the heart of everything we do, providing excellent customer experiences ensuring our services are accessible for all.
- 2.4 Our recovery planning will ensure that we continue to enhance our customer and performance orientated culture and support our colleagues to be bold and innovative, continuously challenging ourselves to improve our performance and customer service. We aim to reduce our carbon footprint and costs through investing in our digital capabilities, and work towards securing our future by generating income through partnerships and collaboration to ensure our long term sustainability.

- 2.5 The proposal sees the transfer of STAR back into the Finance and Systems portfolio where it will be hosted, as the Director of Finance and S151 Officer is a key stakeholder in the collaborative procurement service and will sit on the STAR Board to provide direction following the departure of the corporate Director for Governance and Community Strategy.
- 2.6 Given the impact of functional changes now being implemented as a direct result of an earlier review of Strategic Services, the request to leave on voluntary grounds by the Corporate Director presents an opportunity to review the wider Corporate Leadership Team portfolios.

The following changes to portfolios are therefore proposed.

- Design and recruit to a Director of Legal and Governance Services post at a salary up to £95,000 reporting directly to the Chief Executive. The post holder would also act as the Council's Monitoring Officer;
- Transfer STAR under the direction of the Director of Finance and Systems;
- Transfer Customer Services and Cultural Strategy into Strategy and Resources Directorate;

3.0 Recruitment to the post of Director of Legal and Governance Services and Council Monitoring Officer

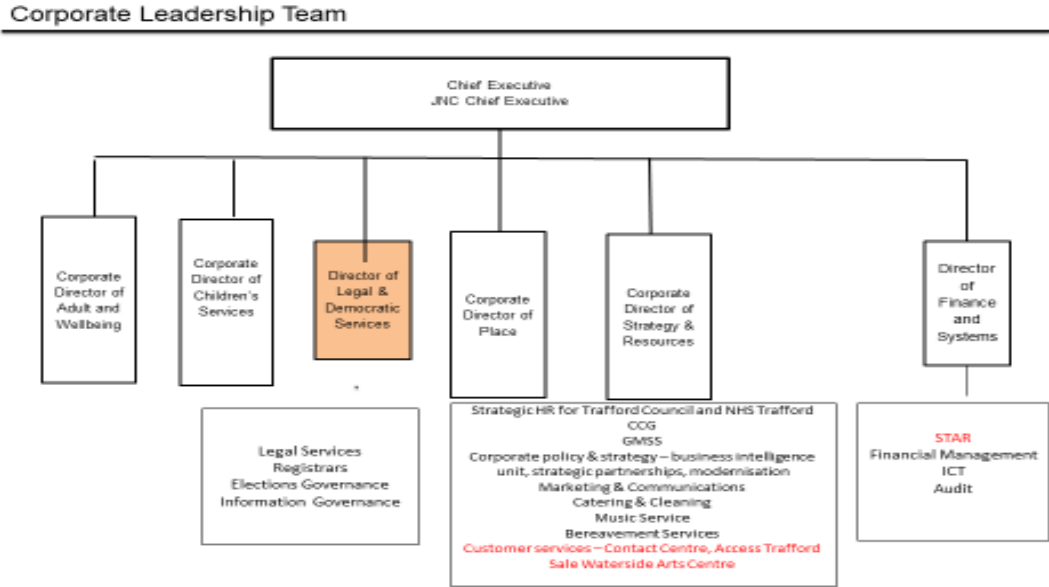
- 3.1 The rules around the appointment of senior officers are determined by a combination of Statute, principally the Local Government and Housing Act 1989; the JNC National Salary Framework and Conditions of Service Handbook for Chief Officers; and our own Constitution.
- 3.2 The constitution sets out the procedures which must be followed in all circumstances where the Council proposes to appoint a Chief Officer or Director. The Director of Legal and Governance and statutory Monitoring Officer post job description, salary and benefits must therefore be approved by Employment Committee in line with constitutional arrangements. As it is proposed that the post will be advertised internally and externally, the appointment process will require that an Appointments Panel is convened by the Chief Executive for the purposes of shortlisting and interviewing the candidates for the role.
- 3.3 Prior to any formal offer being made, the constitution requires that details of the proposed appointment are given to the Executive. They have the opportunity to raise any issue with regard to the proposed appointment through the Executive Notice procedure. Employment Committee will be notified of the successful candidate once the offer of appointment has been confirmed

4.0 Consultation

- 4.1 Consultation will take place with individuals affected by the impact of these proposals in line with the arrangements currently in place. The trade unions are supportive of the direction of travel and recommendations contained in this report.

5.0 Revised portfolios

5.1 The revised portfolios are outlined below with changes proposed for transfer into the Strategy & Resources & Finance & Systems Directorates in red for information.



5.2 The committee is recommended to:-

1. Note the dis-establishment of the Corporate Director post Governance and Community Strategy reducing the number of Corporate Director level posts from five to four;
2. Note the creation of the post of Director of Legal and Governance Services and re-alignment of the Legal and Governance functions under the direction of the Chief Executive and the transfer of the Culture and Customer services portfolio into the Strategy and Resources Directorate under the direction of the Corporate Director;
3. Note the realignment of STAR under the Director of Finance & Systems portfolio;
4. Approve the job description of the Director of Legal and Governance Services and note that the holder of this post will also act as the Council’s Monitoring Officer, at a remuneration level of £95,000 salary maximum and the subsequent recruitment arrangements;
5. Note the financial saving £24,955 in 2022/23.

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TRAFFORD
COUNCIL

Director of Legal and Governance Services

Role Profile

Service: Legal and Governance Services
Grade: up to £95,000
Reporting to: Chief Executive
Responsible for: Staff and resources within service

About Us

Trafford is a great place to live, work, learn and visit. From its leafy suburbs, to its more urban areas, the borough takes pride in its strong, diverse communities, its cultural and sporting heritage and its position at the heart of the region's economic powerhouse.

Trafford Council and its partners in the public, private and third sectors are embarking on a Vision which sees us working together to close inequality gaps and maximise Trafford's huge potential.

Our vision: Working together to build the best future for all our communities / everyone in Trafford.

Our vision is about giving people in Trafford greater choice about where they live; to build and sustain in thriving communities; and to develop areas which we can all take pride in. It's about people living healthily; receiving care when they need it and having access to our green spaces with great transport links across the borough.



Our Culture

Trafford Council employs around 2300 non-school members of staff and as one of the biggest employers in the borough, we work hard to make Trafford Council an employer of choice. We care what you think and believe you are more than just a job role. We have a great benefits' package and a real focus on your health and wellbeing, as well as, extensive learning, succession and development opportunities.

For us, it's not just about *what* we achieve as an organisation, but *how* we do it. Therefore, all employees are expected to display our **EPIC** values.

At Trafford Council we are EPIC

We EMPOWER – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.

We are PEOPLE CENTRED – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

We are INCLUSIVE – We are committed to creating an environment that values and respects the diversity and richness differences bring

We COLLABORATE – We build relationships, collaborate; treat people as equal partners and work together to make things happen.

About the Role

This Role Profile outlines the key tasks you will be expected to perform to give you an understanding of a typical day and the key activities that you will be expected to deliver or contribute to the delivery of.

The 'About You' section explores what qualifications, experience, skills and knowledge you will need for the role.

We are a values based organisation and you will need to reflect our values, as well as the requirements in 'About You' in your application.

Your Main Priorities

- Act as the Council's principal legal adviser and discharge the statutory duties of the Monitoring Officer, ensuring that the Council fulfils its lawful obligations, statutory duties, and performs its functions and activities in accordance with the law and the principles of good governance.
- As a senior leader and part of the Corporate Leadership Team, role model the Council's values and behaviours, to ensure staff have clear objectives and work priorities and work effectively in line with the Council constitution and financial procedure rules and standing orders, compliance and best professional practice.
- To undertake for the Chief Executive, particular tasks or assignments relevant to the post holder's responsibilities, skills or qualifications as may, from time to time, be required
- Provide leadership and direction to Legal Services, Governance Services (incorporating Elections), Registrars and Information Governance functions.
- To discharge the statutory duties and responsibilities of the Proper Officer for the registration of Births, Deaths and Marriages

Key duties

1. Work collaboratively with other senior leaders and Elected Members in implementing the Council's overall strategic direction and modernisation agenda and, in doing so, ensure that statutory obligations, opportunities and risks are appropriately identified and managed.
2. As a member of the Corporate Leadership Team provide innovative, comprehensive and robust legal advice to ensure that the Council's interests are well served and promoted in respect of any activity, partnership or collaborative working.

3. Demonstrate a clear and practical commitment to ensuring that the Council continually improves and delivers high quality cost effective services that deliver corporate objectives and priorities, engaging effectively in internal / external partnerships and collaborations.
4. Ensure governance and probity arrangements are in place for the Council's complaints and information functions and have responsibility for Local Government Ombudsman complaints on behalf of the Council.
5. At all times, be an ambassador for the Council; with its workforce, partners and residents, ensuring the Council's reputation is enhanced and articulated.
6. As required, act as Deputy Returning Officer.
7. Provide clear and timely advice, guidance and support to the Council, Executive, all Members, the Chief Executive and the corporate leadership team of the Council
8. Working with others, develop the potential of staff in the Service and promote a working environment which maximises the contribution employees can make to achieving service objectives, ensuring the provision of high quality support and advice, effective use of resources and continuous improvement.
9. Ensure that the Council's Constitution operates effectively and is regularly reviewed and updated to reflect changes in the law and best practice, ensuring that its provisions are reflective of and support our strategic ambitions.
10. Ensure the efficient and effective administration of the Council's member level decision making processes and ensure that elected members are appropriately supported in fulfilling their responsibilities with particular emphasis on their executive, representative and leadership roles.
11. Be responsible for complex legal matters, identifying potential areas of risk and liability and advising on solution focused strategies and ensure that Legal Services provide a proactive, solution focused service to clients.
12. As required, act as a legal advocate for the Council in courts, tribunal and inquiries, as well as be responsible for commissioning external legal advice.
13. As the Senior Information Risk Owner (SIRO) for the Council, have responsibility for the Information Governance Framework and ensure compliance with applicable legislation and regulation.
14. As the Council's Monitoring Officer to have overall responsibility for the maintenance and operation of the Council's Raising Concerns Policy.
15. Be responsible for the maintenance of the Statutory Register of Members Interests and other corporate registers that are necessary to maintain to ensure good corporate governance.
16. To discharge all functions of the Council relevant to the responsibilities of the post, which the Council may, from time to time, delegate to the post holder.
17. Embracing through personal example, open commitment and clear action that diversity is positively valued, resulting in access for all by ensuring fair treatment in employment, service delivery and external communications

18. Have responsibility for the health, safety and welfare of staff within the Service area, as detailed in the Council's Health and Safety Policy, in addition to any Service specific functions that may fall within the remit of the post.

About You

Qualifications and Professional Development

- Qualified solicitor with current practicing certificate or barrister.
- Evidence of continued professional, managerial and personal development.

Experience and Knowledge

- Substantial post qualification experience in legal practice including substantial experience of working at a senior level.
- Strong awareness of the current issues facing local government and the wider public sector.
- Good knowledge and understanding of the legislative framework and key issues relevant to the allocated service portfolio.
- Substantial experience of advising members and senior officers on constitutional or complex and sensitive legal and governance matters
- Skilled at working in a political environment
- Proven experience of promoting the interests and positive image of a large organisation and of managing organisational reputation, both internally and externally.
- A broad understanding of the value and use of new technologies in improving services, and modernising working processes.
- Evidence of promoting diversity and creating equality in service delivery and employment

- Evidence of working effectively in cooperation and partnership with a wide range of communities, partner agencies, private sector providers, public agencies, voluntary bodies and statutory authorities.
- Experience of setting and delivering business and corporate priorities and track record of sound financial management
- Evidence of strong leadership skills and positive management, development and motivation of staff

Skills and abilities

- High degree of political sensitivity and awareness
- Excellent influencing and negotiation skills and the ability to quickly establish credibility.
- Ability to deliver customer focussed, flexible, efficient and cost effective services
- Robust and resilient.
- Ability to analyse complex issues and adopt a creative approach to problem solving
- Proven track record of leadership and team building skills
- Able to demonstrate an innovative approach and flexible management style.
- Excellent oral and written communication and presentation skills
- Able to collaborate and work well with others to achieve results
- Able to manage change well
- Able to work under pressure and have good time management skills
- Strong commitment to customer service and satisfaction
- Commitment to the principles and practices of ensuring excellence in service delivery and its impact on the local community

Special Conditions

- Willing and able to (regularly) travel to sites within the Trafford Borough
- DBS required
- Politically restricted
- Unsocial hours/weekend work may be required

Date prepared/revised: Prepared/revised by: AVB

Version No.	Date	Description
0.1	17.6.21	final

Health and Safety

To operate safely within the workplace with regard to the Council's health and safety policies, procedures and safe working practices. To be responsible for your own Health and Safety and that of other employees.

Equalities & Diversity

To work within the Council's Equalities and Diversity Policy, embracing through personal example, open commitment and clear action that diversity is positively valued, resulting in access for all by ensuring fair treatment in employment, service delivery and external communications.

Customer Care

To continually review, develop and improve systems, processes and services in support of the Council's pursuit of excellence in service delivery. To recognise the value of its people as a resource.

Training and Development

To identify training and development needs with your manager, taking an active part in your Personal Development and Review Plan. To access development opportunities as they arise and share learning with others and where appropriate, actively encourage a learning environment and development within others.

Policy

To work at all times within the established policies and practices of the Council, within the framework established by the Council Constitution and associated guidance.

Information Governance

Confidentiality is of prime importance. In the normal course of duties, the post holder will have access to personal and or sensitive information relating to service users, staff and contractors, as well as information of a commercially sensitive nature. Such information should not be communicated to anyone outside or inside the Council unless done in the normal course of carrying out the duties of the post. Disciplinary action will be considered where a breach of confidence and or data breach has been established.

All information obtained or held during the post-holders period of employment that relates to the business of the Council and its service users and employees will remain the property of the Council. Information may be subject to disclosure under relevant legislation.

To ensure information is shared safely and complies with information governance standards and associated legislation.