

## WEST DEVON BOROUGH COUNCIL

<b>NAME OF COMMITTEE</b>	<b>COUNCIL</b>
<b>DATE</b>	<b>25 MARCH 2014</b>
<b>REPORT TITLE</b>	<b>T18 SENIOR MANAGEMENT STRUCTURE</b>
<b>Report of</b>	<b>CHIEF EXECUTIVE</b>
<b>WARDS AFFECTED</b>	<b>ALL</b>

**Summary of report:** To set out the options for the future senior management structure, with the aim of clarifying the preferred option, proposing an appropriate selection process and considering the timing of any changes as the basis for formal consultation with directly affected staff.

**Financial implications:** One of the key criteria that will be used to judge the preferred option for the T18 Senior Management Structure will be its affordability to both Councils.

The blueprint model assumes that the number of senior management posts will reduce from 8.2 FTE “as is” to 5.7 FTE “to be”. The 8.2 FTE figure is derived from the proof of concept analysis. The difference from the actual 10 FTE posts is the amount of time collectively that SMT are spending in their professional expert role rather than on management and leadership. It is important to recognise that whilst the “to be” number is modelled in and there will be financial consequences if the number is varied, there is room for manoeuvre across the management numbers as a whole and it is critical to ensure that in moving from a theoretical model to a practical way forward that ensures sufficient management capacity and accountability, the numbers are not driven entirely by the model. Financial modelling will be carried out in the consultation period to inform the Council’s final decision in June.

The financial impact of any changes at senior management level are built into the T18 costings to the extent that the model provides for exit costs calculated based on an average cost. Exit costs at senior management level could be well above the average figure used.

#### **RECOMMENDATIONS:**

That Council favour the following as the basis for consultation with affected staff:

- (i) the organisational design as set out in para 1.5, which supports the future operating model, as set out in the report summarised at Appendix 1;

- (ii) the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;
- (iii) the appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery;
- (iv) establishing an Income Generation lead role;
- (v) recruiting to the 7 senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015;
- (vi) the appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment;
- (vii) the appointment of the two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director;
- (viii) that remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.

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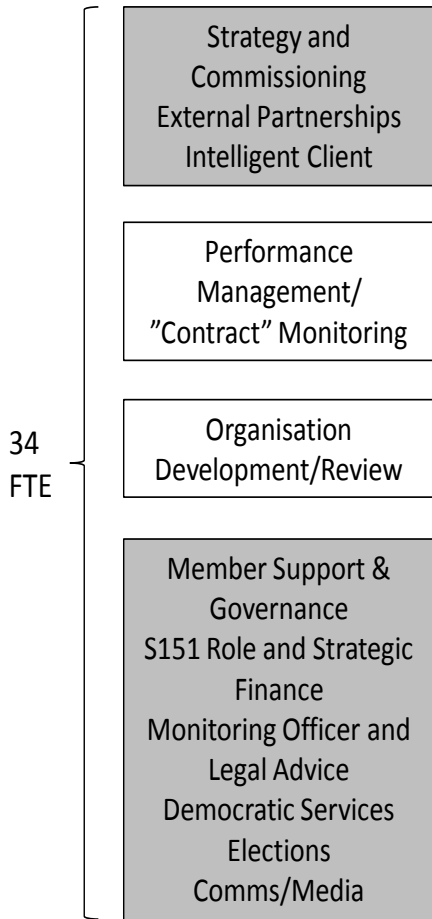
**1. BACKGROUND**

- 1.1 The future operating model blueprint report was circulated widely amongst Members and officers on 24 January 2014. It firms up the design developed in the proof of concept phase; refines the detail required for the delivery of the T18 model; develops the business case and sets out an organisational design. The Blueprint summary report needs to be read and understood in conjunction with this report. The summary is attached at Appendix 1.
- 1.2 The future operating model has been designed to operate in accordance with a set of principles:
  - Prevention and reduction of demand through enabling customers and communities

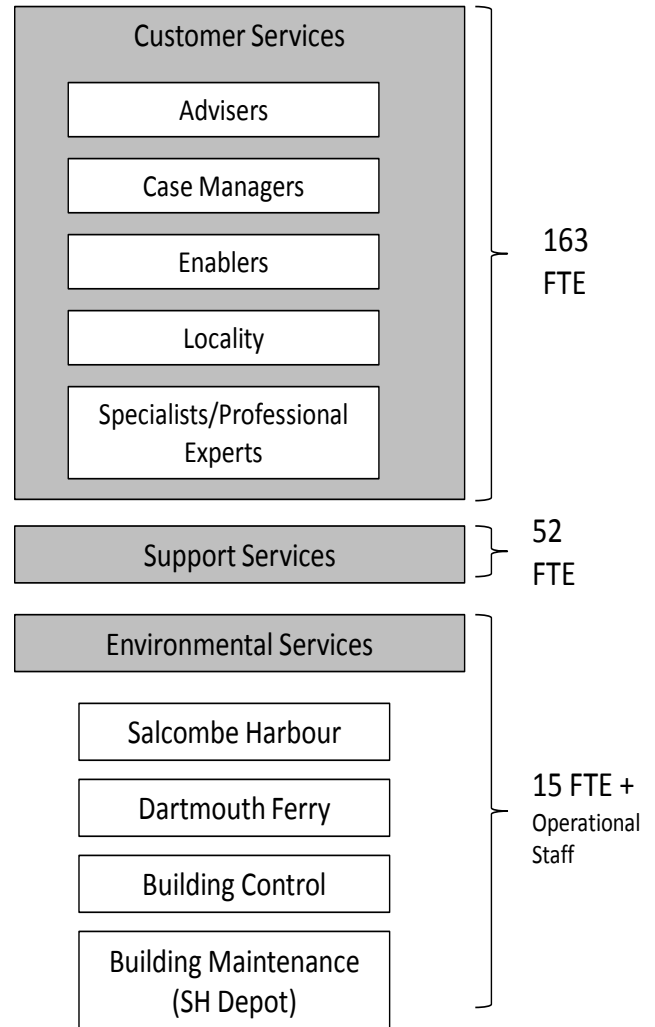
- A modern, streamlined and efficient approach including common technology, processes and roles
  - Improved access to council services and information for customers
  - Earliest possible resolution of customer enquiries, reports and requests
  - Shifting work forwards in the organisation towards customer facing staff
  - An accessible and actionable feedback process
  - Measuring performance to drive improvements
  - Ensuring a sustainable level and quality of services
  - Skilled, knowledgeable, empowered staff with attitudes and behaviours that support the model
- 1.3 The design of the senior management structure follows these principles. One of the key elements of the design as far as the senior management structure is concerned is the splitting of Strategy and Commissioning from the Delivery elements.
- 1.4 Sitting within the Strategy and Commissioning team will include some but not all of the organisation's senior management, the Elections team and Member Support. The model envisages 33.6 FTEs.
- 1.5 The majority of staff will sit in the delivery teams. The model envisages 163.4 posts in the Universal Customer Centre (UCC); 51.9 FTE posts in the Corporate Support team including Facilities and Assets; 15.4 FTEs in the specific delivery units such as the Recycling and Waste team and Property Services (not counting operational staff) and a further 16.6 FTE managers spread throughout the model.

***Recommendation as a basis for consultation – (i) Favour the organisational design as set out below, which supports the future operating model, as set out in the report summarised at Appendix 1.***

**HEAD OF PAID  
SERVICE/STRATEGY &  
COMMISSIONING DIRECTOR**



**SERVICE DELIVERY DIRECTOR**



- 1.6 The organisational design is not set in stone. It will be further refined as we move through the process design phase and exact numbers will no doubt change.
- 1.7 Subject to approval it will be used as the basis for consultation with affected staff in line with the Managing Organisational Change Policy and Redeployment Policy.
- 1.8 I need to emphasise that the existing SMT has shown huge commitment to the T18 model, despite the fact that it places their jobs at risk. If there is staff fall out arising from this review I would want to stress that this is no reflection on personal capability or performance. Each and every member of SMT has performed their leadership role to great effect over the last three years. Their unselfish attitude and willingness to face up to the challenge in developing the T18 model exemplifies this.

## **2. DESIGN PRINCIPLES**

2.1 The senior management structure has been designed in line with the following principles:

- The operating model dictates the structure. Form follows function;
- The 5.7 senior management posts in the operating model provides a starting off point and a guide, not an absolute;
- The structure needs to be designed to be flexible and with growth in the number of partners in mind, in line with the overall design of the model;
- Part of that flexibility includes the possibility that the structure may lead to alternative service delivery models within different elements of it. Whilst staff in the Strategy and Commissioning structure are always likely to remain in the employ of the Councils who are commissioning services, all other elements could be delivered by one or more alternative providers. The assumption is that whilst the distinctions between different parts of the organisation should be "soft" to start with, over time the splits may become harder edged. In consequence, initially the senior management will be drawn from across the organisation but as the model embeds the new ways of working and alternative service models are explored the senior management team, along with the rest of the organisation, will adapt;
- The principle of full sharing is maintained across all parts of the operating model, including within the Strategy and Commissioning group;
- As and when other partners join in there will be a separate discussion and negotiation about extending the shared service approach. There will be no presumption of sharing in the way that the two authorities have developed to date.

## **3. THE TWO BROAD OPTIONS**

3.1 Appendix 3 of the Ignite report identified two broad options. The first shows a Chief Executive and two Directors, the second an Executive Director model with two Directors and no Chief Executive. In simple terms, the two broad options are to return to what we had pre-January 2014 or to retain the model that we moved to with two Executive Directors sharing overall responsibility with one taking on the statutory role and ultimate accountability as the Head of Paid Service.

3.2 Whilst both Councils have had long experience of operating with a Chief Executive, the recent decision to operate within an Executive Director model has not settled down yet. It is too early to draw conclusions as to its potential to deliver successful leadership in the new operating model. The pros and cons therefore remain theoretical at this stage although we can draw on experience elsewhere which suggests that the Executive Director model can work successfully in a commissioning model. In its favour:

- It reinforces the separation of the commissioning role from the service delivery role;
- It heralds a shift in the culture and design of the new operating model;
- Looking to the future it is easier to imagine the Executive Director model operating well in the situation where alternative service organisations are delivering services, compared to the Chief Executive model;
- Accountability is clear. The Service Director is directly responsible through the Head of Paid Service to elected Members for all aspects of service delivery. The Director for Strategy and Commissioning would assume the Head of Paid Service role and be ultimately accountable to elected Members for the overall strategy and direction of the organisation and its performance, not only in service delivery but the quality of its external relationships and reputation;
- It is cheaper to operate than the alternative model and if the individuals performing the roles are functioning well, evidence elsewhere suggests it is more cost effective than the Chief Executive model;
- Whilst both roles involve external relationship management there is a clear separation of responsibilities which will ensure clarity for external partners and stakeholders;
- It is hard to see how a Chief Executive and Director of Strategy and Commissioning could operate without overlap of functions, duplication and confused responsibilities within the Commissioning model. The essential elements of the lead role will be strategic positioning and advice; the political interface and external relationship management, along with performance monitoring of the “contract” with the service provider(s). These elements inform and reinforce one another. It would be artificial to assume they could be separated. The key issue therefore becomes one of capacity. Assuming the appointee is highly capable could that one individual manage the number and range of the responsibilities and relationships? The answer lies in the capability and capacity of other managers in the Strategy and Commissioning Group. If experienced Leads are appointed to the Strategy and Commissioning role, Performance Management, Organisation Development and Member Support and Governance roles the need for separate Chief Executive and Strategy Director roles diminishes;
- A large proportion of the workload of the existing Chief Executive role is linked to leadership of the total workforce and service delivery. Within the new model these responsibilities are divided, with the significant majority of the workforce being managed directly by the Service Delivery group, headed by the Service Delivery Director. Whilst the Head of Strategy and Commissioning would be the Head of Paid Service, the individual would have a more indirect relationship to the majority of staff. Line management responsibility would only extend through a management chain of command to the 34 or so individuals in the Strategy and Commissioning team.

- 3.3 There are counterbalancing arguments in favour of the Chief Executive and two Director model:
- It provides for more senior management clout;
  - It offers more resilience across the model;
  - It is a familiar and well understood model that staff, elected Members, external partners, stakeholders and the public at large comprehend, providing a clear figurehead for the overall organisation.

***Recommendation as a basis for consultation – (ii) Favour the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;***

#### **4. THE SENIOR MANAGEMENT STRUCTURE – STRATEGY AND COMMISSIONING GROUP**

- 4.1 Assuming that this recommendation is supported, the issues in the Strategy and Commissioning Group then boil down to - are the Performance Management, Organisation Development and Member Support & Governance functions the right groupings or should they be reconfigured and what is the seniority of managers within the groupings.
- 4.2 The design principles should be common across all of the model and the emphasis within the Strategy and Commissioning group will be on professional expertise. All four senior posts sitting below Director level will need to have high level professional expertise in their respective fields. Two of the teams will be relatively small specialist groupings and the lead role can absorb the managerial role as well. The Member Support and Governance team will need to be headed up by a senior manager of Head of Service equivalent level. The make up of the team below the senior manager will depend upon whether either a legally qualified officer is appointed or a Finance S151 appointment is made, or neither of the above.
- 4.3 The form of the groupings as set out looks entirely appropriate to the functions that will be carried out within the Strategy and Commissioning group. Further permutations could be considered but the groupings as set out should ensure a strong focus on the key functions of the overall model. I can see no justification for reconfiguring them at this design stage.
- 4.4 The lead roles within the Performance Management and Organisation Development/Review Groups are on a par with existing middle manager roles. The senior posts in the Member Support and Governance Group and the Strategy and Commissioning Group will be the equivalent of Head of Service, denoted in grey shading on the diagram in on page 4.

## 5. SENIOR MANAGEMENT STRUCTURE – SERVICE DELIVERY

### *The Service Delivery Director role*

- 5.1 As designed the preferred option provides for a Director for Service Delivery with overall responsibility for all directly delivered services, including Customer Services, Support Services, Environmental Services and the other services set out in the diagram at Paragraph 1.5. This position will therefore have responsibility for the majority of staff who are providing service functions on behalf of the two organisations.
- 5.2 There is an option to invest more responsibility and accountability with the Service Leads and not appoint at Director level but this would dilute the power of the model and risk re-creating silos, albeit different ones to those we operate within now.
- 5.3 In terms of future proofing and when additional partners are attracted, the Director post will develop into a Group Director role, ensuring high quality, cost efficient services are provided to all commissioning bodies. In the event that alternative service providers are appointed to deliver various functions the role will change and adapt.

### *Customer Services*

- 5.4 This is an absolutely critical part of the structure upon which the success of T18 depends. The lead role will be managing an estimated 163 staff carrying out a wide range of functions and responsibilities ranging from basic administrative work to highly specialised functions, through a minimum of 5 management posts each looking after one of the teams.
- 5.5 There is argument for dividing responsibilities between more than one Head of Service but that would risk weakening the integrity of the T18 model, potentially creating unnecessary conflict and recreating a silo mentality within this group. On balance, one Head of Service equivalent is preferred, acknowledging that s/he will be highly dependent on those managing the teams within the Customer Services group.
- 5.6 The exceptional size and scale of this post, relative to the other key elements of the T18 model, will need to be considered when the reward package and terms and conditions are settled.
- 5.7 It will be especially important to keep this post under review whilst the T18 model settles down. It may prove just too demanding for one individual however well they are supported by lead officers working to them.
- 5.8 The remaining management posts covering the Customer Service Advisers; Case Managers; Customer and Community Enabling; Mobile Locality Officers and the Specialists will be the equivalent of middle manager posts. The exact numbers of managers required should not be quantified at this stage. The appointed Customer Services Manager should take a view following their appointment.



### ***Delivery Groupings***

- 5.9 Two broad options need to be considered. The first is to aggregate all the Delivery teams into one major grouping under the leadership of one Head of Service equivalent. The other is to amalgamate different delivery elements in combination.
- 5.10 The first option would place a very significant burden on one Head of Service. It could present major risks to delivering high quality services even though the costs would be relatively low compared with any alternative.
- 5.11 The second option is favoured and amongst the criteria for defining how they could be grouped, the need to have an eye to future alternative service models rates higher than any other factor. Using this criteria Members might want to group the Environmental Services functions of Recycling/Waste; Street Scene, Green Space together whilst keeping Salcombe Harbour and Dartmouth Ferry as separate entities. Building Control stands alone. Building Maintenance (South Hams Depot) could stand alone or be placed within the Environmental Services group.
- 5.12 Depending on the configuration chosen the grouping that contains Recycling and Waste services should be managed by a Head of Service equivalent with middle manager equivalents taking the management responsibility for the other teams, accountable to the Service Delivery Director.

### ***Support Services***

- 5.13 Given the scale and range of functions within this grouping the Support Services lead officer clearly needs to be Head of Service equivalent. Lead specialists will be needed to take responsibility for HR, ICT and Finance functions and the appointed Head of Service equivalent will need to determine her/his own detailed management structure.

### ***Recommendation as a basis for consultation – (iii) Appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery***

### ***Income generation***

- 5.14 Before leaving the detailed senior management structure and moving on to discuss the selection process and timing of appointments, consideration needs to be given to income generation within the model.
- 5.15 It was agreed at the outset that this would not form part of the operating model but since last March it is fair to say that Members from both Councils have expressed a growing interest in taking a more aggressive approach to income generation. Progress to date has been somewhat ad hoc and opportunistic and if we are serious about it we need to think more strategically and design it into any new structure.

- 5.16 At the same time it has to be acknowledged that of all the strategic opportunities available the T18 programme is the most lucrative of all. It remains vital that we do not put the T18 programme at risk by chasing other opportunities that distract officers or take up significant capacity. Many of the income generation opportunities that we are researching now need the input of senior ICT, HR, Environmental Services or Assets and Facilities staff, many of whom are critical to securing the early benefits from T18.
- 5.17 If Members do want to adopt a more strategic approach my recommendation would be that we design into the organisational model a post with the specific remit to develop the business to produce new income generation. This will need to be at a senior level. The post holder should be appointed on the basis of a two year contract, incentivised to secure a surplus and renewable on a rolling annual basis dependent on the return on investment achieved. The relationship between this post and the Service Delivery Director, the Delivery Lead or Leads and the Support Services Lead will need to be carefully defined as will the new Income Generation Lead's ability to call on services of staff within the Service Delivery group to support her/him as conceptual thinking is converted into practical business opportunities.
- 5.18 Members should note that this post has not been costed into the T18 model. Budget provision will need to be made for it if agreed.

***Recommendation as a basis for consultation – (iv) Establish an Income Generation lead role;***

- 5.19 If the recommendations at 5.13 and 5.18 are acceptable, detailed job descriptions and person specifications will be developed to be available before the formal decision is taken in June. Appropriate salaries and terms and conditions will be recommended to Council at the same time.

**6. THE RECRUITMENT PROCESS**

- 6.1 Key decisions relate to the timing of appointments and whether to go for internal or open competition for senior management posts.
- 6.2 There are four broad options when considering internal or open competition, each with their own advantages and disadvantages:
- the first is to recruit through an internal competition process in accordance with the Council's Managing Change Policy, reserving the right to go to open competition where suitable internal candidates are not found
  - the second is open competition for all senior management posts
  - the third is to decide on a case by case basis within carefully determined criteria
  - the fourth is to appoint through an internal competition on an interim basis, providing a "probationary" period as the T18 model beds down before deciding to expose all or any of the senior posts to external competition.

- 6.3 There are pros and cons to each of these options. The two Director posts should be open to competition but the arguments are more finely balanced in respect of the Head of Service equivalent posts. I favour open competition for all the senior management posts because it will provide the opportunity to compare against the best available candidates.

## **7. THE TIMING OF APPOINTMENTS**

- 7.1 As T18 thinking and design has progressed SMT has given consideration to the timing of senior management appointments. Three broad options - go early, go late or be pragmatic have been aired. Each has its benefits and risks relating primarily to business as usual continuity, loss of performance and a drop in morale through the turbulence of transition. The appointment process needs to fit within the timetable for other appointments which are estimated to be January 2015 for most staff.
- 7.2 The timetable set out at Appendix 2 indicates that if open recruitment to SMT posts is agreed as recommended, a minimum of fifteen weeks would be required. If all senior posts need to be in place by December the recruitment process will need to start by early July at the latest (taking into account August).
- 7.3 Alternatively if the internal competition option is adopted to recruit the Directors, Heads of Service and Lead officers will take an absolute minimum of three months and potentially six months depending on the number of external appointments that are required.
- 7.4 In both scenarios the timetable assumes recruitment will take place in three phases, the first being the Directors, second the Heads of Service and then the Lead officers be they professional leads or managers.
- 7.5 Phasing is deliberately designed to allow each senior post the opportunity to influence the final design of the organisation they are to be responsible for and to appoint managers of their choice. If this is deemed not to be important the timetable could be reduced through concurrent recruitment of posts. In my view it is essential.
- 7.6 If Members wanted to appoint an external recruitment consultant to assist with selection then a further six weeks would need to be built into the process.
- 7.7 If the Chief Executive option was selected then a further three months would have to be added to the process, assuming the appointee would be able to assist in the recruitment of the two Directors whilst serving notice with her/his existing employer.

### ***Phase 1a***

- 7.8 The Blueprint report introduces Phase 1a as a preliminary phase covering Support Services to be introduced from October 2014. This will require an exception to the timetable with the appointment of the Head of Service equivalent out of sync with the rest of the senior management roles. The opportunity for the Service Director to influence this appointment would be lost.

- 7.9 The alternative is to appoint an Interim Head of Service equivalent in July until the permanent position can be filled in October.
- 7.10 If this course of action was to be adopted there would be a further choice between an internal or external interim appointment or using an appropriate individual provided through iESE or Ignite. The recommendation leaves all three options open to be explored during the consultation process.

***Recommendations as a basis for consultation –***

- (v) ***Recruit to the 7 senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015***
- (vi) ***Appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment***

**8. MEMBERS' ROLE IN THE RECRUITMENT PROCESS**

- 8.1 The Constitution sets out that the Council is responsible for appointing to the post of Chief Executive/Head of Paid Service. On the last appointment an Interview Panel consisting of Group Leaders from each Council led the selection process before making their formal recommendation to Council.
- 8.2 The constitutional position for the recruitment of posts below Chief Executive/Head of Paid Service level is that each management postholder is responsible for line management appointments. The serving Chief Executive exercised his power guided by a Selection Panel of Members as described above when the present SMT was appointed in 2011 but ultimately the decisions as to who to appoint were his.
- 8.3 At Lead Officer level the responsibility for appointment should rest with the relevant Head of Service equivalent, as it did with the appointment of the Middle Managers in 2011. There is no Member involvement in these appointments.
- 8.4 The same Members will also need to set appropriate grades for the seven senior management roles. It is intended to carry out further research looking at comparable jobs in the rest of the South West and amongst those Councils that share Senior Management Teams. South West Councils will be consulted in line with the Pay Policy Statement agreed at Council on 13 February 2014.
- 8.5 It is probable that the present principle of paying the same salary to each Head of Service will need to change given the differing range of functions and responsibilities within the proposed structure.

- 8.6 The Appointments Panel will be in a position to make a recommendation to Council when the structure and recruitment process is finally determined in June 2014.

***Recommendation as a basis for consultation –***

***(vii) Appointment of two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director***

***(viii) That remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.***

**9. LEGAL IMPLICATIONS AND STATUTORY POWERS**

- 9.1 Whilst the appointment of staff below the Chief Executive/Head of Paid Service is ultimately the responsibility of the Head of Paid Service, following on from the report to Council in November 2013, this report sets out the options for the structure and appointment of the senior management to enable delivery of the T18 model.

**10. FINANCIAL IMPLICATIONS**

- 10.1 One of the key criteria that will be used to judge the preferred option for the T18 Senior Management Structure will be its affordability to both Councils. Financial modelling will be carried out in the consultation period to inform the Council's final decision in June.
- 10.2 Clearly it is impossible to predict the precise financial outcome because this will be dependent on the appointment process.
- 10.3 The financial impact of any changes at senior management level are built into the T18 costings to the extent that the model provides for exit costs calculated based on an average cost of £20,000 per member of staff. Exit costs at senior management level could be well above the average figure used. The current modelling shows an average exit cost within the existing Senior Management Team of £95,000 per member of staff. Exit costs consist of redundancy payments and actuarial pension strain costs. These exit costs are revenue costs that are one-off in nature and will be paid for by the annual recurring revenue savings generated by the T18 Programme. The payback period within the T18 costings is 2 years. Any impact on this will be assessed as shown in the Strategic Risks template at risk No 4(a).

**11. RISK MANAGEMENT**

- 11.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

## 12. OTHER CONSIDERATIONS

<b>Corporate priorities engaged:</b>	All
<b>Considerations of equality and human rights:</b>	Equality Impact Assessment will be carried out during the informal consultation phase
<b>Biodiversity considerations:</b>	None
<b>Sustainability considerations:</b>	None
<b>Crime and disorder implications:</b>	None
<b>Background papers:</b>	Proof of Concept Report Senior Management Structure reports to Council – January 2011
<b>Appendices attached:</b>	Appendix 1 – Blueprint Summary Report Appendix 2 – Timetable

## STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
1	Executive Director Model	That it fails to deliver senior management capacity needed to ensure success of the T18 model	5	2	10	To design sufficient capacity into the senior management structure to keep the structure under review and evaluate at the end of years 1 and 2	Council
2	Appointment Process	That it fails to deliver senior management capability needed to ensure success of the T18 model	5	2	10	An open recruitment process provides the widest field to select from	Appointments Panel
3(a)	Income Generation Lead Role	That it fails to deliver a return on the investment	3	3	9	Incentivise the postholder and accept that a reasonable amount of time will be needed to secure opportunities	Service Delivery Director
3(b)	Income Generation Lead Role	That it distracts key officers focussing on the success of the T18 model	4	3	12	To manage the relationships between the postholder and senior officers	Service Delivery Director

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
4(a)	Open Competition	Could lead to significant redundancy costs and actuarial pension strain costs	3	1-5	3-15	For the Appointments Panel to take a balanced view at interview on the cost to both Councils and the impact on the payback period against the quality of candidates	Appointments Panel
4(b)	Open Competition	Could lead to an increased risk of lack of focus on delivery of the T18 Programme and puts already tight timescales and considerable workload at risk	3	2	6	As above	Appointments Panel
4(c)	Open Competition	Damage to wider staff morale in the short and medium term	3	3	9	As above	Appointments Panel
4(d)	Open Competition	Potential loss of knowledge, continuity and experience within the senior management team	2-5	1-5	2-25	As above	Appointments Panel
4(e)	Open Competition	Timescale could be at risk if external appointments are made and they then need time to find their feet and understand the new model	2-5	1-5	2-25	As above	Appointments Panel



No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership	
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
4(f)	Open Competition	Loss of expertise if unsuccessful candidates with responsibility for delivery of the T18 Programme leave the organisation	2	3	6		As above	Appointments Panel
4(g)	Open Competition	Challenge from the Unions that the approach does not meet the agreed Managing Change Policy	2	3	6		Appropriate consultation with the Unions to seek agreement	Chief Executive
5(a)	Interim Head of Support Services	An internal selection impacts negatively on the remaining internal candidates who will be critical to securing delivery of the model in the short term	2	4	8		To balance the risk against the risk of not proceeding with Phase 1a and the impact that would have on T18 implementation. Shift preference to external interim appointment	Executive Directors
5(b)	Interim Head of Support Services	An external selected candidate fails to understand the model and their role	3	2	6		The appointments process will need to secure an appropriate candidate	Executive Directors