
Report to Emergency Decision Making Forum

Date of Meeting: 15 June 2020

Subject: Respond, Recover and Renew: Phase 1 capacity

Report by: Chief Executive

1.0 Issue

- 1.1. Given the focus on sustaining the Council's response to the Covid-19 pandemic, much planned business has been deferred and / or delayed. The summer recess period is traditionally a critical period for the progression of major policy development, much of which supports broader corporate transformation and financial sustainability ambitions. This year presents an unprecedented challenge as it is also necessary to consider how the Council develops its pandemic recovery and renewal (transformation) phases simultaneously.
- 1.2. This work is being developed within a context of remote working being in place for many elected members and staff. Additionally, there is a significant proportion of staff unable to attend or work from home due to the national limitations placed on delivering many council services. As a consequence, several staff have willingly been redeployed into new duties and/ or have taken on additional duties. There remain, however, some staff who are absent due to the ongoing operating constraints.
- 1.3. As we start the process of easing lockdown restrictions, there is a critical period of time, over the summer months, where we need to release strategic capacity to support the development of integrated Recovery and Renewal Plans and undertake the deployment of critical staff resources to areas of greatest priority. Work has commenced on these tasks, but it is already clear that it is not possible to sustain the ongoing emergency response, develop the pandemic Recovery phase and take forward the necessary Renewal developmental work, within available capacity. The main reason is that it is largely the same small core of key staff who are working on the ongoing Response activity as well as being required for the Recovery and Renewal phases.
- 1.4. Work is in hand to review Council wide capacity and skill sets with a view to ensuring that we maximise the deployment of in-house skills and identify where additional capacity is required. Initial analysis of senior management capacity has been undertaken and this has highlighted that additional capacity is required to:

- Support ongoing pandemic Response and Recovery activity
- Develop integrated Recovery and Renewal Plans based on the Council's agreed Be the Future Transformation Plan, and informed by our learning and response to the Covid-19 pandemic
- Support the specific priority development and implementation of the Council's blended model of education provision for our young people in Clackmannanshire
- Ensure that there is sufficient strategic management capacity to take forward ongoing response, recovery and renewal activity.

1.5.1 It is anticipated that once detailed work is undertaken to renew the Council's priorities (a separate report is being prepared for 25 June Council to provide more information on this activity), it will be necessary to ensure that our workforce is allocated to these priorities, and that any additional resource requirements are identified at project level, and that these resources are commissioned promptly.

1.6 To facilitate maximum efficiency, this report seeks authority to progress the initial aspects of this work by securing appropriate additional resource. The Forum is requested to note that it is anticipated that further needs are likely to be highlighted as detailed work progresses during the summer and that, subject to approval, any additional expenditure would also be set against the Fund described at Recommendation 2.1.

2.0 Options and Impacts

2.1. Option 1

Retain current position utilising existing staff to deliver all aspects of the Response, Recovery and Renewal activity required.

Impact / Risks

The Council is not able to sustain the necessary levels of activity to deliver ongoing response activity

The Council is not able to sustain the necessary levels of activity to deliver the required Recovery activity

Council's financial sustainability is compromised through failure to develop and implement sustainable service delivery models

Absence rates, morale and motivation are negatively impacted for those staff working across the full range of response, recovery and renewal activity.

Option 2

There are three core elements set out within this option

Element 2.1

A further £200k is allocated from the Transformation Fund to support the work required to refresh the priorities agreed by Council in the Be the Future Programme on 27 February 2020, ensuring full integration with work taking place to implement Covid-19 Recovery activity. This approach aims to ensure that momentum is sustained in evolving new/emergency response models into sustainable service delivery models for the future.

This funding will be used in conjunction with that previously delegated to the Senior Leadership Group to support transformation at directorate level, creating a total delegated fund of £520k. The Chief Executive has made initial enquiries focussed on: exploring options for additional fixed term strategic management capacity and programme and project level capacity. It is proposed that all expenditure would be detailed for elected members through routine outturn reporting.

Additionally it is requested that, for efficiency purposes, any required fixed term recruitment processes which would ordinarily have been undertaken by the Appointments Committee in relation only to expenditure against this Fund are delegated to the Chief Executive and that this delegation is reviewed in six months time.

Element 2.2

A Recovery Co-ordinator post is established, on a fixed term basis, at Senior Manager level to co-ordinate the Council's ongoing response and recovery activity.

The Co-ordinator would report to the Senior Leadership Group (SLG), with line management being provided by the Strategic Director (Partnership and Performance). It is intended that internal and external expressions of interest will be sought simultaneously, using the Job Profile set out at Appendix A.

Any internal appointment will require to be backfilled to avoid causing additional operational pressure. The post is proposed on an initial 12 month fixed term basis. The cost of this equates to £79k (including oncosts) and will be met from the Council's share of the £155m consequentials funding.

Delegation is sought for the relevant Strategic Director to undertake the recruitment of this fixed term senior manager post. This recruitment would ordinarily have been undertaken by the Appointment Committee in line with the Council decision of 12 June 2019.

Element 2.3

The vacant Improving Outcomes Manager post is advertised on a permanent basis to augment senior management capacity within the People Directorate. This post had been held vacant pending the development of a permanent

Directorate restructure and the identification of alternative savings in place of those previously deferred (£363k).

This senior post is critical to ensuring that the service is able to respond to both immediate Recovery needs and the successful implementation of the Education Service Local Phasing Plan, as well as continuing to develop and implement the Council's aspirational and longer term vision for learning and the implementation of the Learning Estate Strategy. Additional accountabilities relate to the progression of digital learning and transformation programmes with a particular emphasis on transforming the secondary curriculum, the senior phase, improving positive destinations, and education/skills development issues in relation to the City Deal.

Due to the critical nature of the short and longer term role requirements, it will be important to ensure sustainability and continuity across these priorities to support the People senior management team. Given the profile, level of priority, and remit of the role, it is proposed that role is advertised as a permanent appointment, thus maximising opportunities to draw from an experienced pool of candidates with longer term career aspirations.

Additionally, EDMF is asked to support the commencement of the permanent recruitment of the SD (People) post which is currently filled on a secondment basis until February 2021. Aligning these senior recruitments aims to be practical, timeous and efficient.

Impact

The Council has clear management arrangements in place for the co-ordination of ongoing Covid-19 response and recovery activity

There is a clear management framework for the escalation, prioritisation and monitoring and reporting of Covid-19 response and recovery activity

Council's managerial capacity to deliver ongoing response, recovery and renewal is augmented

There is greater capacity within the People Directorate to take forward the challenging priority Recovery and Renewal work required

Council's strategic capacity to focus on the delivery of financial sustainability and implementing sustainable service delivery models is released and augmented

The opportunity to build on some of the momentum gained through the Covid-19 response phase, such as in developing new service delivery models, enhanced partnership models, remote working and digital solutions, is enhanced

Personal effectiveness, morale and motivation are positively impacted for those staff working across the full range of response, recovery and renewal activity.

3.0 Recommendations

It is recommended that the EDMF:

- 3.1. agree option 2, comprising elements 2.1, 2.2 and 2.3
- 3.2. establish Appointments' Committees to take forward the recruitment of the Improving Outcomes Manager and Strategic Director (People) posts
- 3.3. provide nominations for the Appointments' Committees in line with political balance (two Administration (SNP) representatives, one Labour representative and one Conservative representative)
- 3.4. delegate to the Chief Executive and/or relevant Strategic Director the appointment of any fixed term internal and/or additional senior management resource required in elements 2.1 and 2.2 above with this delegation arrangement being reviewed in six months time

4.0 Implementation

Task	Officer	Date
Recruitment of Recovery Co-ordinator	SD (Partnership and Performance)	
Recruitment of SD (People)	Appointments' Committee/ Chief Executive	
Recruitment of Improving Outcomes Officer	Appointments' Committee/ Chief Education Officer	
Recruitment of additional Transformation/Renewal capacity	Chief Executive/ Senior Leadership Group	

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes x

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes x

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No x

6.0 Legality

6.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	2030