

Subject: Organisational Development

Report to: Policy and Resources Committee, 7 February 2017

Report by: Chief Executive

SUBJECT MATTER/RECOMMENDATIONS

To agree the updated organisational development plan as attached at Appendix 1.

To agree the following changes in relation to the senior management arrangements of the Council.

Recommendation 1

Reduce the size of the management cohort to create a management team which is slightly smaller and more agile with strengthened strategic capacity.

To recruit a management team comprising CEO, two Strategic Directors, Finance Director and eight Heads of Service. Revised job descriptions to be prepared for strategic Directors and Heads of Service.

Recommendation 2

To appoint a Development Director who will be responsible for driving forward the Council's ambitions in respect of regeneration, commercialisation and asset management with an initial focus on Beacon Park and the Town Centre Initiatives (3 year appointment).

Recommendation 3

To review the current MO arrangements with NPLaw to further strengthen internal governance and contract management arrangements.

Organisational Development

1. Introduction

1.1 In May 2013 the Council invited a team of peers to undertake a Peer Review of the Council and make recommendations for improvement. Since this date, many improvements have been put in place and the Council has strengthened its approach in a number of areas, as well as started on a programme of transformation. However, now that permanent arrangements for the CEO and Chief Finance Officer have been made, along with a strengthened performance management regime, procurement and HR arrangements, the time is right to address one of the key messages.

“A lot of activity appears to be driven largely by a desire to respond to ad hoc challenges and specific short-term funding opportunities. Given the financial challenges facing the council this will become an increasingly unsustainable way of working. Longer term priority setting, underpinned by a robust rationale, and coupled with a more co-ordinated approach is required to maximise the capacity of the organisation and others to deliver effective services and enable better

outcomes for the people of Great Yarmouth. You have begun to recognise this and informed by political ambitions, you have recently developed a corporate plan setting out the medium term priorities for the council.”

- 1.2 In June 2015, the Council approved a Business Case for a two-year Organisational Development Strategy with an initial prioritised programme of work for 2015/16. This work followed the Peer Review which had been completed during 2013 which highlighted some significant achievements which the Council should be rightly proud of, but also identified some areas for improvement.
- 1.3 Since acting as interim Chief Executive I have also formed a view as to areas for development and as well as seeking agreement for an organisational improvement plan, I also believe that the Council should be showcasing in a more pro-active way some of the excellent achievements to date. The Council is particularly strong in driving economic growth as demonstrated by the success of the Enterprise Zone as well as the partnership established for South Denes Energy Park. Alongside this the Council has an exemplary approach to neighbourhood management (recognised by the Peer review) well-developed strategies for driving inclusive growth and an increasingly joined-up approach to a wider arts and cultural heritage strategy.
- 1.4 However, despite having an agreed Corporate Plan 2015-2020 and a greater joining-up of the Council's approach to priority themes, there is undoubtedly going to be competing demands for resources and officer time in meeting Member and customer expectations. With this in mind, Policy and Resources Committee are working towards the preparation of a balanced budget for 2017/18 with some agreed principles for achieving a balanced position for 2018/19.
- 1.5 Taking a long-term view of the financial challenges is extremely positive. However, capacity within the organisation remains stretched and project delivery could be considered high risk if this is not addressed, particularly capacity has been a recent concern of some funding bodies. This report therefore presents an updated organisational development improvement plan, which considers the structure, skills, culture, leadership style and capacity required to deliver what is a challenging but exciting agenda.
- 1.6 This report makes some immediate recommendations in relation to the current management arrangements and organisational culture.

2. Context

2.1 Economic Outlook

- 2.1.1 Following Brexit and the continuation of austerity measures, there remains a great deal of uncertainty in the economic forecast outlook. Whilst the referendum vote in June 2016 delivered an immediate shock pointing to an impending sharp slowdown in the economy, subsequent surveys have shown a sharp recovery in confidence. It is now generally expected that although the economy will avoid flat lining, growth will remain weak during 2017.
- 2.1.2 It is with this economic backdrop that the Council has prepared and agreed its financial strategy.

2.2 Financial Strategy 2017/18 to 2020/21

- 2.2.1 The updated financial and business strategy looks ahead at the Council's finances to 2020/21. The Council's efficiency plan, which sets out how the financial challenges will be approached, has recently been accepted by the government. This means that the Council now has certainty over its funding settlement to 2019/20 and therefore, despite the excellent work on the 2017/18 budget, has still to find a further £1.5m to close the emerging financial gap by March 2020.
- 2.2.2 This will require some choices and Member decisions on specific policy areas. However quite rightly, in making these decisions Members will wish to be assured that the Council's management and organisation arrangements are such that the Council is operating in the most efficient way possible and this efficiency can be demonstrated and evidenced. This can be done through a variety of mechanisms including performance data, benchmarking, customer and Member feedback as well as internal business reviews of service areas.
- 2.2.3 The financial strategy also highlights how the funding mechanism for local government will change from 2020/21 with the localisation of business rates and the removal of the revenue support grant. This is of particular concern for Great Yarmouth Borough Council as the settlement for 2019/20 still includes £2million. This is being highlighted with the Local Government Association and through the consultation responses on the design of the new system.
- 2.2.4 Therefore in preparing the Council's Business Strategy, I have been mindful that it should not only meet the ambitions within the Corporate Plan but prepare the organisation for a changing financial regime.

2.3 Corporate Plan

2.3.1 The Corporate Plan 2015-20 priorities are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and Environment
- Tourism, Culture and Heritage
- Town Centre Initiatives
- Infrastructure and Transport

2.3.2 To deliver against these priorities and meet the financial challenge, the Business Strategy has been prepared identifying the following key themes as being critical to its success:

Strategic asset management - to review all of the asset holdings to ensure income streams are being maximised and costs minimised. Whilst an asset management plan currently exists it is not strategic enough or sufficiently well developed to drive some of the potential savings and income.

Economic growth - undertaking pro-active initiatives which will support existing businesses, maximise the opportunity for new business investment and entrepreneurship. Beacon Park is an excellent example of where public sector intervention can lead to business rate growth, however there are financial risks which need to be managed.

Housing Growth – we need to meet the housing growth targets, maximise income through the growth in the council tax base, improve collection rates and maximise new homes bonus. With the establishment of a wholly owned housing company the council is well placed to maximise housing growth but should also consider other delivery mechanisms as it develops a housing strategy to deliver across all tenure types.

Property investment and commercialisation - to consider property investment decisions which will generate a commercial return on investment and/or will help kick start growth and regeneration for example in the Town Centre or a specific neighbourhood.

Technological investment to drive efficiency and service improvement - this will include improving business processes, access to services for customers, developing the digital offer and improving work practices and efficiency e.g. website development, system improvements, flexible and remote working.

Shared services / selling services - to create greater resilience, reduce overheads and where practicable identify revenue savings. The opportunities for sharing could be across the public sector rather than necessarily just between Councils.

GY operating model - a mixed economy based upon a commissioning model with clear contract and/or Joint Venture management arrangements in place. Clearer use of enforcement powers to maximise income and achieve wider social objectives.

2.4 **Adopted Organisational Development (OD) Strategy**

2.4.1 The Council's Organisational Development strategy should set out what the Council needs to do to be able to achieve all of the above. The current adopted OD strategy (June 2015) comprises four themes:

- Organisational infrastructure – getting the basics right
- Leadership and Management Development – a cohesive senior management group and leaders at all levels engaged and ambitious for the Council and Great Yarmouth.
- Workforce Planning and Development – right skills, right place, right time.
- Employee Engagement – motivated and productive staff who want to be part of the journey.

2.4.2 These themes remain valid in 2017 and whilst some of the basics have been put in place, such as a staff performance review system, an employee engagement survey, feedback mechanisms and updated HR policies; there are still some significant pieces of work which will need to be completed, particularly given the current economic and financial context within which we operate.

2.4.3 Management Team has recently reviewed the previously agreed strategy and has started to prepare a new improvement plan which assesses what the Council needs to change if it is to become a high performing Council. Whilst there is still further discussion required about what constitutes 'high performing' there are some generally agreed characteristics which need to be in place for any organisation to perform effectively, and there are frameworks such as the Investors in People Framework which are helpful in mapping this journey and providing an external independent assessment.

2.5 **Culture and values**

2.5.1 The culture of the organisation will be significant as Councils move away from traditional service-based approaches. We now have an outcome focused set of priorities around place, inclusivity, growth and commercialism; therefore we need to think carefully about our culture and values in order to work in a more joined-up way.

2.5.2 To achieve this we will need an organisation which can be:

- Agile
- Commercial
- Solution driven
- Customer-focused
- Ambitious
- And inclusive

3. An organisation for the future

3.1 Therefore, in thinking about the future, success will not only be measured by tangible benefits but by how the organisation looks and feels. A coherent, communicated vision of what the council of the future looks and feels like will provide clarity about the shape, style and size of organisation required.

3.2 There are many management theories on what drives a successful organisation, however one of the most prominent relates to the McKinsey 7-S model. It identifies seven interdependent factors which are important in bringing together a successful organisation.

- *Strategy: the plan devised to maintain and build competitive advantage over the competition.*
- *Structure: the way the organization is structured and who reports to whom.*
- *Systems: the daily activities and procedures that staff members engage in to get the job done.*
- *Shared Values: called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.*
- *Style: the style of leadership adopted.*
- *Staff: the employees and their general capabilities.*
- *Skills: the actual skills and competencies of the employees working for the company.*

3.3 Members will be aware that there has been a significant amount of work in developing strategies which underpin the Corporate Plan, and transformation work has started to deliver savings and changes in work practices. However for obvious reasons there has been less emphasis in recent years on the other elements, and in particular the organisational structure and leadership style.

3.4 For Great Yarmouth to continue to be a successful organisation we will need to ensure the following characteristics exist within the Council in the future. Below explains what there should be, some of which may already be in place whilst others need further work.

Strategy

3.4.1 The Council has adopted a joined-up suite of policies and strategies which have been agreed by Members to further the Council's aims and ambitions as articulated within the Corporate Plan.

Structure

3.4.2 The Council has in place a management structure which is aligned to its priorities with service groupings which allow for effective cross-departmental working. The structure recognises the need for both strategic and operation management and

enables resources to be allocated appropriately. Different service arrangements will exist depending upon Member aspirations, customer needs and performance data but recognising that there is a reduced financial envelope from 2019/20.

Systems

- 3.4.3 In developing and replacing systems, there is a well-developed strategy and implementation plan which recognises the need for process reviews and technology to drive efficiency in service delivery and data intelligence.

Values

- 3.4.4 There is an agreed set of values which have been developed by staff and endorsed by Members to shape a culture and working ethos which is fit for the future.

Style

- 3.4.5 We have a Management Team with shared aspirations, values and goals with a clear focus on delivering outcomes. There is open and transparent decision-making, regular communication and engagement with our communities and staff. It is also vital that decision-making happens at the lowest possible level reducing hierarchies and bureaucracy.

Staff

- 3.4.6 Staff must be equipped to undertake the role required of them. With the tools and clarity of purpose, empowered staff will be advocates for the Council and speak positively about what we do both as a service provider and employer. A motivated workforce with career progression/development opportunities and reduced levels of sickness will improve capacity within the organisation.
- 3.4.7 There also needs to be a shared understanding and 'buy-in' from staff of the changes that the Council needs to make as we face difficult decisions and the future direction of the Council is clearly understood.

Skills

- 3.4.8 An organisation in which staff have the necessary skills to carry out their roles and develop within the organisation.
- 3.4.9 Members also developed to be effective decision-makers and scrutineers.

4. What do we need to achieve this?

- 4.1 There are some key building blocks which are required to ensure clarity of purpose and which will allow for resources to be allocated in the most effective way. Most of these are already in place and can be summarised as:

- Clear direction on corporate priorities

- Key strategic documents explaining the approach for achieving the priorities and providing the framework for the annual action plans
- Corporate projects which are underpinned by best practice project and programme management principles
- Annual action plans prepared alongside an annual budget
- Service and work plans for day to day management
- Performance management framework in line with the annual action plans
- A partnership framework so the Council is clear on who the key stakeholders are and how working in partnership can add value.

4.2 However, the leadership and management arrangements for any organisation are critical to its success. It is timely to consider whether the current arrangements and structures are fit for purpose in delivering what will be a challenging future agenda.

4.3 There are currently some areas which I believe need to now be addressed.

- Clear understanding of the roles and responsibilities of the Leadership Team – the most senior staff of the organisation do not have a clear focus on the corporate themes identified earlier in this report (Section 2.3) and neither do they have the capacity to lead major projects or initiatives. This is due to a greater amount of time being spent managing services than should reasonably be expected of the most senior management.
- The Executive Leadership providing strong leadership and speaking with one voice – there does not appear to be departmental silos working against each other, but due to the lack of strategic capacity, the ability to join-up the thinking across the organisation is currently too limited.
- Heads of service who are empowered to manage their services and make decisions as well as contribute to the overall strategic direction of the service and Council – Group Managers have responded well to the change to the committee system and are proactively supporting Members under these new arrangements. However there needs to be a stronger emphasis on performance management, partnership working, culture change and cross-service working. The current Group Manager arrangements do not lend themselves easily to achieving a cohesive management team due to its size and structure.
- A Council which is not reliant on consultants and / or agency staff other than when commissioning specialised services or advice – the Council in recent years, and to drive forward the transformation programme, has become over reliant on consultants and it is not clear whether in all areas there has been sufficient skills transfer where consultants have been used. This needs to be urgently addressed to ensure the Council has within its staffing the correct skills and capacity to deliver business as usual without the need for constant or ongoing consultancy or agency support.
- Teams who have clear direction and are motivated to provide a good quality service and appropriately defined targets – investing in staff is one of the most important investments any organisation can make as they are the single most biggest cost. Training budgets in recent years have been reduced and staff do

not feel that there are development opportunities to achieve progression. This is counter-productive to the long term aims of the Council and we need to prioritise this work. Reducing sickness absence alone would increase capacity up to £160,000 per annum.

- A de-layering of the organisation to reduce bureaucracy and ensure decision-making happens at the right level – decisions should be taken at the most appropriate level and within a strong governance framework allowing for more effective use of resources.
- A customer service ethos that is driven throughout the organisation. All staff should be working to agreed performance standards whether the customer is external or internal (Members and staff) – this is an area which will require further work and would involve the Staff Engagement Group in developing standards and best practice. One recent example given of where customer service needs to improve is in the rollout of consistent standards to the telephony service.
- Joint venture / contract management arrangements need to be strengthened with greater clarity around client / contractor roles otherwise the financial management and controls could be less effective as they should be.
- The Council has very few qualified officers who could undertake effective programme and project management on behalf of the Council. There is no dedicated Programme Management Officer or team and much of the day to day management of projects is carried out by Officers or through the limited corporate support. This will leave the Council in a position where it will continue to be reliant on external help and the rigorous approach to project management will not become embedded as part of the culture of the organisation. The governance of projects needs to be strengthened and this has also been recognised by external partners.
- The Council has highly ambitious plans around its town centre development and investment which need to be resourced especially in taking the lead with business partners.

4.4 To deliver the action plans and organisational change required to improve efficiency, service and organisational performance as well as driving down cost we need a management team that can embrace and drive this agenda.

5. Recommendations

5.1 **To agree the updated organisational development plan as attached at Appendix 1.**

5.2 **To agree the following changes in relation to the senior management arrangements of the Council.**

5.2.1 Given all of the above I recommend that there is a clearer separation between the strategic leadership and management of the Authority and the operational management of the services. Financial management needs to transcend both

strategic and operational and good governance should sit at the heart of the organisation.

Recommendation 1

Reduce the size of the management cohort to create a management team which is slightly smaller and more agile (currently there is a CEO, three Directors and 11 Group Managers) with strengthened strategic capacity.

To recruit a strategic leadership team comprising CEO, two Strategic Directors and Finance Director with revised job descriptions.

Capacity and skills for senior management should complement the key themes as identified in the Business Strategy and working arrangements / style as identified in Section 2.4 above.

Revised job descriptions be prepared for a structure with eight Heads of Service

Service groupings should reflect the ambitions and priorities of the Council both in delivering the Corporate Plan and shifting the organisational culture to better respond to these priorities.

Effective management of service delivery needs to be improved with a better balance of management and leadership skills as opposed to technical or professional skills.

Succession planning and career development opportunities identified.

Recommendation 2

To appoint a Development Director who will be responsible for driving forward the Council's ambitions in respect of regeneration, commercialisation and asset management with an initial focus on Beacon Park and the Town Centre Initiatives (3 year appointment).

Reduces the Council's reliance on contractors and agency staff in the future.

Allows for further shared service opportunities to be explored but retains the integrity of the Council as an independent organisation.

Recommendation 3

To further strengthen the governance arrangements through a review of the Monitoring Officer arrangements which are currently provided through the NPLaw contract.

The council is currently reliant on NPLaw for all aspects of governance but without a clear monitoring of the NPLaw contract as distinct from the Monitoring Officer arrangements.

- 5.3 To achieve the above, a suggested structure is attached at Appendix 2. The current structure is attached at Appendix 3.
- 6. Financial and Risk Implications**
- 6.1 Financial Implications**
- 6.1.1 This is not a cost saving exercise but it is intended the structure will be at minimum cost neutral to the General Fund revenue account in respect of future revenue projections. Any one-off costs will be met from the Invest to Save reserve and will only be agreed on completion of a Business Case which must be signed off by the Chief Executive and S151 Officer. A draft with indicative costings is provided at Appendix 4. Year one funding may have to be drawn from the Town Centre reserve.
- 6.1.2 The cost of employing a Development Director to assist with the delivery of key initiatives arising from the Town Centre Initiative work should be met as far as possible through capitalising budgets and through partnership funding.
- 6.1.3 The additional cost associated with employing a senior Programme / Project Manager is fully funded from capital projects.
- 6.2 Risk Implications**
- 6.2.1 Any change to an organisation, particularly involving senior management is unsettling and needs to be undertaken in a structured way and as quickly as possible. In addition to statutory consultation requirements it is vital that a period of consultation on this proposal is carried out with UNISON and those staff potentially affected prior to a formal decision on the structure.
- 6.2.2 A suggested timetable (also for consultation) is attached at Appendix 5. The timetable seeks to make appointments where there is no substantial change to a post as quickly as possible to reduce the period of uncertainty for staff. Where there is a competitive process, the timescales will be different.
- 6.2.3 It is recommended that there are two distinct processes which will run in parallel:
- Job descriptions issued for Strategic Directors– advertised externally and market tested (no ring-fencing). As these are new posts they are subject to job evaluation and as such the salary grades will be included in the updated pay report which is due to be presented to Council in February.
- Job descriptions advertised for Heads of Service – ring-fenced for internal appointments due to the reduced numbers and externally advertised where there is no automatic match or where there is no successful internal candidate.
- 6.2.4 In both cases, where there is more than an 80% match and there is a professional requirement for that role which precludes any other candidate applying (or no other candidate wishes to apply), there will be an immediate slotting in for those people.

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	
Financial Implications:	
Legal Implications (including human rights):	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

Organisational Programme (draft revision and timescales) (linked to current Organisational Development Strategy)

Organisational Infrastructure - getting the basics right

Action	Date
Review the recruitment process end to end and integrate the competency framework and values as part of the process	September 2017
Develop templates and guidance for 1:1s and team briefings	November 2017
Undertake an audit of current and planned structures and spans of control to check these are sustainable going forward	April 2018
Develop template Job Descriptions for different job levels - from leadership to support staff - with generic responsibilities for roles at each level	March 2017
Continue to embed the Performance Review Scheme and integrate competencies and organisational values into the scheme	March 2017
Ensure employment policies meet the business needs (analyse current policies to identify gaps and prioritise existing and new policies for review/development)	September 2017
Clear framework for dealing with poor performance and supporting high performance	April 2018
Develop a relevant and up to date online offering for staff to access employment related information	October 2017
Develop cross cutting teams to work on specific projects	Ongoing
Develop skills in project and programme management across the organisation	November 2017

Leadership and management development

Action	Date
Develop management competencies linked to the overall staff competency framework	March 2017
Commission a bespoke leadership development programme for EMT and Group Managers aligned to the future role of the Council, with a focus on accountability and working as "one" leadership team	April 2017
Commission a management development programme for all staff with management responsibility to emphasise their role as "enablers" and to develop soft skills in, for example, working with Members, change management, performance management, etc.	June 2017
Introduce a coaching framework/tools for managers	March 2019

Workforce planning and development

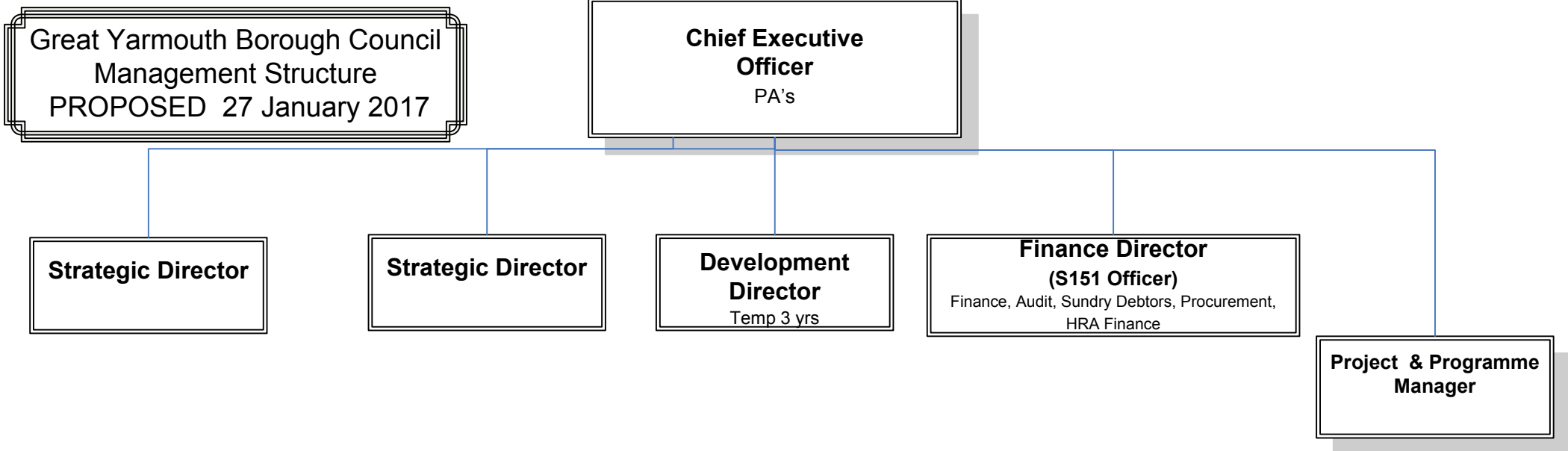
Action	Date
Work with managers to identify future workforce requirements (succession and resource planning) and plan interventions in advance of new operating models/new ways of working being developed/implemented	September 2018
Develop career graded structures (where appropriate)	Ongoing
Develop a Reward Strategy that provides a financial incentive for high performance, which will provide a mechanism for rewarding those staff who perform well as well as attracting high quality candidates into the organisation	December 2018
Develop an apprenticeship policy linked to the apprenticeship levy and public service targets	April 2017
Develop targeted recruitment campaigns, maximising the use of all channels and painting a positive picture of the Council and the Borough to encourage people to want to work for GYBC	Ongoing
Produce an annual corporate learning and development programme	July 2017

Employee Engagement

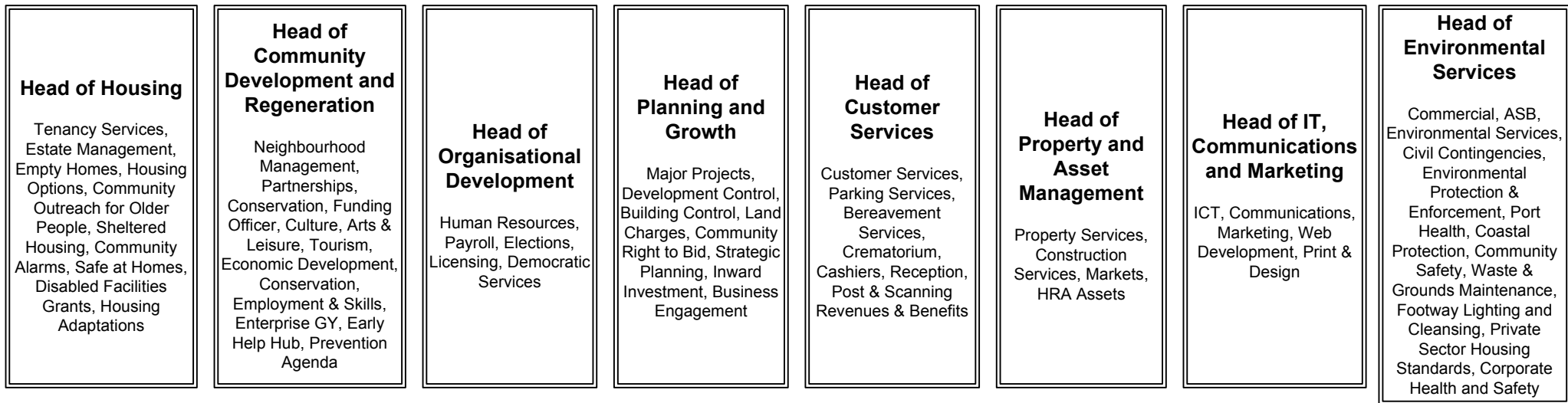
Action	Date
Develop and support the Staff Engagement Group	Ongoing
Develop a consistent approach to internal communications to ensure key messages reach all the way down and across the organisation	May 2017
Develop a structured programme of employee engagement interventions to involve staff in improving organisational performance	May 2017
Ensure all channels of communication provide a means for staff to give their feedback and, critically, respond to that feedback	May 2017
Encourage all staff to promote and celebrate successes internally and externally, locally, regionally and nationally	June 2018
Develop a low-cost employee recognition scheme to reward those staff who "go the extra mile"	December 2018
Hold an annual staff conference where staff can showcase what they do and their successes	September 2017

V2 January 2017

Executive Management Team



Heads of Service

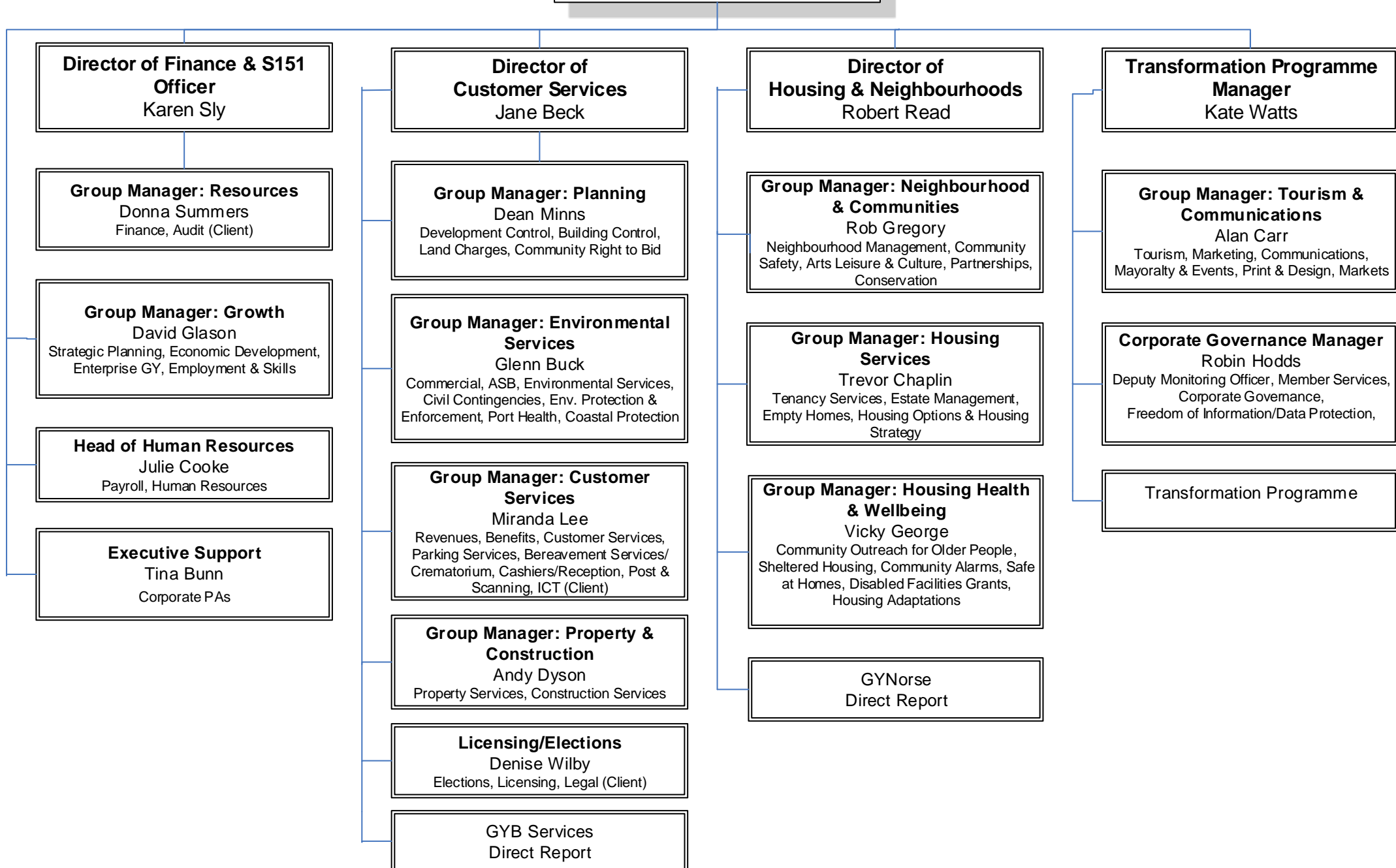


To be determined
Assistant CEO
Mayoralty & Events, Freedom of Information/Data Protection, Performance Management

Great Yarmouth Borough Council
Management Structure – October 2016

Chief Executive
Sheila Oxtoby

Appendix 3



Business Case Summary - Restructuring MANAGEMENT TEAM						
	Note Ref.	2016/17 Year 1	2017/18 Year 2	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5
BUDGET						
EMT & Group Managers - Current Establishment	1		(1,144,700)	(1,156,100)	(1,167,700)	(1,179,400)
			(1,144,700)	(1,156,100)	(1,167,700)	(1,179,400)
COSTS						
Salary and oncosts (actual) to date - actuals will be dependent on timing			0	0	0	0
One-off Costs	2		To be completed during the process			
Replacement costs:						
Proposed Structure (Base Budget)	3		1,068,600	1,084,600	1,100,900	1,117,400
3 Year Fixed Term	4		100,900	102,400	103,900	
3 Year Fixed Funded by one off				(51,200)	(51,950)	
Total cost in year		0	1,169,500	1,135,800	1,152,850	1,117,400
Net Cost/(Saving) in year		0	24,800	(20,300)	(14,850)	(62,000)
Cumulative cost/(saving)		0	24,800	4,500	(10,350)	(72,350)
Notes:						
1. Current oncost of 25% (across all), assume annual increase of 1.5%/increments.						
2. One off costs assumed to be funded from the invest to save reserve and will be included in the final business case.						
3. Will be subject to the finalisation of post gradings, estimates included at this stage. Projects officer assumed to be funded fully from projects.						
4. Assumed to be part funded in years 2 and 3.						
Note - Years provided for full year impact, actual timings will be confirmed as part of the detailed business case and will change the profile of the net position above.						
Budgets and estimates take do not include turnover savings. This would be assumed to be funded from the net position.						

PROJECTED TIMESCALES FOR RESTRUCTURING (KEY DATES)

Date	Action
4 January 2017	Issue consultation paper
11 - 20 January 2017	1:1's with each member of Management Team
25 January 2017	Finalise proposal based on above consultation
31 January 2017	Issue report for P&R
30/31 January 2017	Briefings for all Staff
7 February 2017	Date of P&R Committee
9 February 2017	Start formal consultation with Management Team on proposed changes (30 days)
10 March 2017	Close formal consultation
w/c 13 March 2017	Confirm structure after reviewing feedback / external adverts for Director posts
6/7 April 2017	Close adverts and shortlist
w/c 17 April 2017	Assessment process for Director posts (3 days)
20 April 2017 (same week as above)	Full Council. Employment Committee to make their recommendations on potential appointment (Chief Officers)
w/c 25 April 2017	Start interviews for remaining posts (Heads of Service)