

# **Cherwell District Council**

## **Executive**

**15 June 2019**

<h3><b>Senior Joint Leadership Roles – Cherwell District Council and Oxfordshire County Council</b></h3>
--

### **Report of Deputy Director – Human Resources**

This report is public

#### **Purpose of report**

To consider proposed changes to the Senior Management structure and the creation of joint Leadership roles between Cherwell District Council and Oxfordshire County Council.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 Endorse the proposed change to the Senior Management Structure.
- 1.2 Note the proposals to appoint two senior joint posts so as to facilitate further joint working between OCC and CDC.
- 1.3 Request the Joint Shared Services and Personnel Committee to convene as soon as practicable to approve the proposed management structure and to proceed with the recruitment and appointment of the most suitable candidate
- 1.4 Approve the salary package as proposed in paragraph 3.11(i) for two Joint Corporate Director roles

#### **2.0 Introduction**

2.1 Since the implementation of the joint working partnership between Oxfordshire County Council (OCC) and Cherwell District Council (CDC) a series of senior joint roles have been implemented on a combination of permanent and interim arrangements. These are currently expected to deliver around 600k of savings per annum shared between the two organisations. There is a clear ambition for CDC and OCC to continue to develop the partnership for several reasons:

- To explore the potential of enhanced two tier working to improve the 'joining up' of services, improving the experience of service users

- To explore the benefits of enhanced two tier working to improve locality working
- To support the financial sustainability of both organisations (i.e. sharing management roles where appropriate reduces the costs of management overhead)
- To align service delivery; where appropriate, to cover such activity as core back office functions, commissioning, housing and social services, to assist with demand management / focus on the prevention agenda and to improve customer access and engagement.

2.2 Furthermore, the recent Peer Review team recommended that the Council provide stability and capacity for senior management roles and to build on the success of the partnership. These appointments seek to do this and to reduce the number of interim posts on the two senior teams.

### 3.0 Report Details

#### Current Situation

3.1 Currently both councils have senior management teams with some vacancies and a series of interim arrangements. The OCC structure was designed with the support of Penna relatively recently. The structure is relatively fit for purpose, requiring a number of modifications to ensure it has the skill sets and capacity to deliver against our strategic objectives. The CDC structure was designed to facilitate a separation from South Northamptonshire Council (SNC), with a view to exploring future partnering opportunities with OCC as the relationship developed. As a result, the CDC structure is in a transitional state and as such is supported with the use of a number of interim roles.

3.2 The positions of each authority are set out below:

#### Oxfordshire County Council

3.3 The OCC structure was reviewed relatively recently and whilst there are some gaps due to senior staff retiring and taking career development opportunities the structure is broadly fit for purpose. However, in the light of the recommendations from the peer challenge and a consideration of current priorities and areas for development the changes set out in this document and its appendix are recommended.

3.4 In addition, there are a series of changes required to iron out some anomalies, these changes are relatively small, non-material or have already been implemented but for the sake of completeness are set out below:

Director of Public Health <i>Line management</i>	Will no longer line manage the Director Adult Services and the Director of Children's Services. Recruitment for the DPH has completed.
Director Adult Services and the Director of Children's Services <i>Reporting line</i>	Will report directly to the CEO. Recruitment for the new DASS is complete.

Director of Law and Governance <i>Joint working (already established)</i>	Now a joint role covering OCC and CDC. Direct report to the CEO and taking on the role of monitoring officer for both councils.
Strategic Director – Resources <i>Currently vacant</i>	Role to be recast at the same level. A joint role to lead on all matters relating to strategic finance, assets, investment, commercial development.
Strategic Director Communities <i>Interim arrangements</i>	Currently covered with interim arrangements. The substantive post holder is seconded to lead the growth deal and as such leadership in this directorate will need either interim or fixed term arrangements.
Assistant Chief Executive <i>Interim arrangements</i>	Role to be recast as a joint appointment to cover this remit.

### **Cherwell District Council**

- 3.5 A stand-up senior management structure was put in place in January 2019 to facilitate the separation of CDC and SNC. At the time it was recognised that the structure would need further development and consideration subject to opportunities arising from the joint working partnership. Following the six-month review of the partnership it has been agreed to continue developing these opportunities. As such a series of changes and clarifications to the senior management structure are recommended with the aim of meeting the council's strategic priorities within its financial envelope.

Chief Operating Officer <i>permanent CDC post</i>	To continue in current role and format. To note that the postholder currently line manages Assistant Directors who work jointly, so whilst the post is currently a CDC only role, a good understanding of, and contribution to, joint working is required.
Director Customers and Service Development <i>Currently interim joint working</i>	To note that the post holder is currently acting as the OCC interim Assistant Chief Executive in a joint role. The proposal is to develop a joint role between CDC and OCC to cover this remit.
<i>Executive Director Finance and Governance Interim</i>	Role to be reconfigured. The new joint role of Monitoring Officer (Director of Law and Governance) is already responsible for all matters of governance across both Authorities. As a result, this role will be subsumed into a joint strategic director role encompassing all matters relating to strategic finance, assets, investment and commercial development.
Executive Director Place & Growth <i>Interim</i>	Role to lead the recruitment of senior planning and development management capacity (for CDC). Thereafter potential for joint working arrangements to encompass this ED role. In the longer term it is expected that this role will be covered through joint working arrangements.

<p>Director of Law and Governance <i>Joint working (established)</i></p>	<p>Now a joint role covering OCC and CDC. Direct report to the CEO and taking on the role of monitoring officer for both councils.</p>
--	--

### **Proposals for Stabilisation**

- 3.6 The recommendations for a new structure seek to stabilise the senior management arrangements at both organisations
- 3.7 The diagram set out at appendix 1 presents the proposed senior management structure, including OCC and CDC stand alone roles and a series of joint roles.

### **Design Principles**

- 3.8 Senior management design principles are set out below:
- Where it is possible and desirable for a joint role to be developed this will be explored. Where a role has a clear single organisation function or requirement it may be appointed to without a 'joint working' element. However, that should not mean that the post holder would not seek to maximise operational joint working effectiveness or alignments where-ever possible.
  - Wherever possible one functional line management route (e.g. a service should only have one reporting line e.g. HR should report into one director rather than a CDC director and an OCC director).
  - Statutory officer roles should be deliverable, the size and scope of these roles should take account of the statutory responsibilities required. As such there should be clear deputy arrangements, approaches in place to manage any potential conflict and the scale of the role should be deliverable across two organisations.
  - The usual considerations will be given to spans of control.
  - Both councils will need to ensure they have effective pay and grading arrangements in place. In the longer-term opportunities to align HR policy will be explored.
  - Where a post holder is not considered to be in a joint role the employing authority will be responsible for 100% of the costs of the post.
  - For joint roles costs will be split between each authority. As per the partnership agreement financial impacts should wherever possible see a reduction for both councils. In some cases, a cost neutral impact may be considered where additional capacity or expertise is secured.

### **Developing the Joint Working Partnership in the Longer Term**

- 3.9 In the longer term there may be additional opportunity to further consolidate senior manager posts. However, at this stage the priorities are to ensure there is effective

and stable leadership in place for both organisations and to retain senior dedicated capacity for both OCC and CDC in priority areas until such time that operational joining up of service is feasible.

- 3.10 As Members would expect the CEO, in their role as Head of Paid Service, would expect to keep senior roles under review in terms of ensuring the right capacity and capability is available to ensure the delivery of both councils' strategic objectives. The recommendations in this report seek to address immediate issues and build the opportunity to further develop and enhance the skills and capacity of the joint senior leadership team for both authorities.

### **Proposals and Next Steps**

- 3.11 The proposals below are presented in diagrammatic form at Appendix 1.

- (i) Create two new permanent posts for immediate recruitment

- A **Joint** Chief Officer level role to cover the remit of strategic finance, assets, property, commercial matters, procurement and contracts. Final Job title to be determined. This role would be a Member appointment for both authorities and remuneration level will sit within the OCC Corporate Adviser range (£117,912 - £144,228).
- Recast the OCC Assistant Chief Executive / CDC Director of Customers and Service Development into a single joint senior role to lead on the following: HR, ICT, digital, transformation, strategic communities, policy and performance, customer contact. This role would be a Member appointment for both authorities and remuneration level will sit within the OCC Corporate Adviser range (£117,912 - £128,631).

- (ii) Continue to develop proposals for joint working and alignment between county and district services under the guidance of the Partnership Working Group.

- 3.12 The power to appoint any individual to the joint roles has been reserved to the Joint Shared Service and Personnel Committee established under the Partnership Agreement between Oxfordshire County Council and Cherwell District Council.

- 3.13 The Department for Communities and Local Government published a guidance document in 2012 that provided that Members should be offered the opportunity to vote before large salary packages are offered in respect of new appointments. The Secretary of State considers that £100k is the right level for that threshold to be set. Whilst neither Oxfordshire County Council or Cherwell District Council will be paying a sum of £100k individually the post holder will receive a salary in accordance with the grade outlined in paragraph 3.11(i) above

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The recommendations in this report seek to address immediate issues in the CDC and OCC management team and build the opportunity to further develop and enhance the skills and capacity of the joint senior leadership team for both authorities.

## 5.0 Consultation

None

## 6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Not to agree the proposed senior leadership changes and creation of joint leadership posts. This is rejected as the recommendations for a new structure seek to stabilise the senior management arrangements at CDC and OCC.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The costs of joint roles will be split between each authority and as such the financial impacts should see a reduction in costs for both authorities. To date a series of senior joint roles have been implemented on a combination of permanent and interim arrangements. These are currently expected to deliver around £600k of savings per annum shared between the two organisations. The proposed senior management structure will continue with and build on that position.

Comments checked by:

Adele Taylor, Executive Director of Finance (Interim) & Section 151 Officer,  
0300 003 0103, [Adele.taylor@cherwell-dc.gov.uk](mailto:Adele.taylor@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 There are no legal implications arising from this report.

Comments checked by:

Nick Graham, Director: Law and Governance & Monitoring Officer,  
[nick.graham@cherwellandsouthnorthants.gov.uk](mailto:nick.graham@cherwellandsouthnorthants.gov.uk), 01865 323910

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

**Wards Affected**

N/A

**Links to Corporate Plan and Policy Framework**

N/A

**Lead Councillor**

Councillor Barry Wood, Leader of the Council

**Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Proposed Senior Leadership Team
<b>Background Papers</b>	
None	
<b>Reference Documents</b>	
<b>Report Author</b>	Karen Edwards, Deputy Director – Human Resources (HR, OD and Payroll)
<b>Contact Information</b>	<a href="mailto:Karen.edwards@cherwell-dc.gov.uk">Karen.edwards@cherwell-dc.gov.uk</a> , 01295 221865