

Cherwell District Council

Personnel Committee

17 October 2022

Permanent Senior Management Team Structure

Report of Chief Executive

This report is public

Purpose of report

This report seeks approval to establish the permanent structural arrangements for the senior management team following the finalisation of the decoupling of the strategic partnership arrangements with Oxfordshire County Council. Further to the report to the Personnel Committee on the 28 February 2022 which set out the interim arrangement for the decoupling of the partnership between Cherwell District Council (CDC) and Oxfordshire County Council (OCC).

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the senior management team structure for the Council as set out in **Appendices A (1-3)**.

2.0 Introduction

- 2.1 The Council approved on the **7 February 2022** a report which was subsequently considered and approved by Oxfordshire County Council (OCC) on the 8 February 2022 to end the formal partnership arrangements between the two councils.
- 2.2 Personnel Committee approved the recommendations from the Chief Executive on the **28 February** to establish the interim structural arrangements to enable our Council to operate an effective senior management team structure for our organisation during the decoupling phase of the strategic partnership.
- 2.3 The decoupling of the strategic partnership arrangements with OCC has now been concluded. **Diagram 1** below sets out the final position in relation to the 24 service areas which had previously formed the partnership arrangements between the two councils.

Diagram 1 – Service Recommendations from the former partnership with OCC

Service Review Decisions – Overview

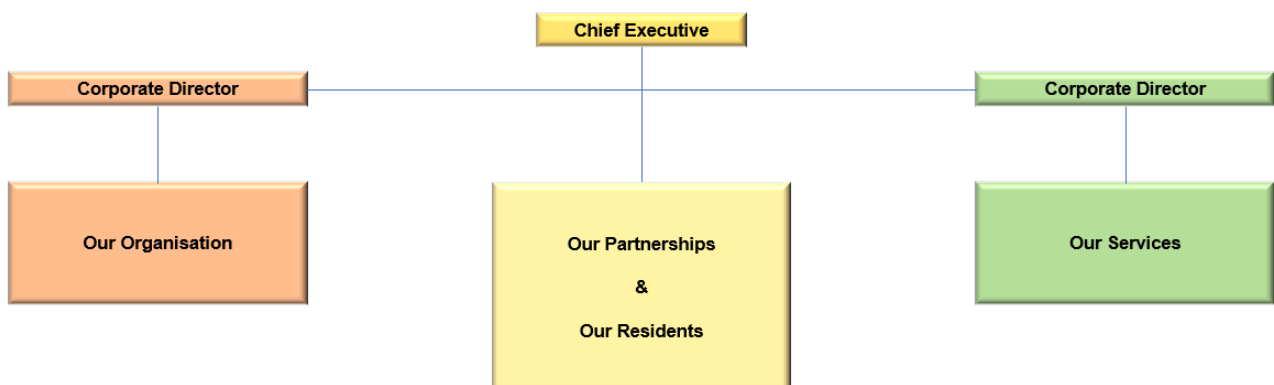
| Service | Position | Directorate | Service | Position | Directorate |
|--------------------------------|----------|-----------------|--------------------------------------------------|-------------|-----------------|
| 1. Housing Services | Decouple | Chief Executive | 13. Corporate Programmes | Decouple | Chief Executive |
| 2. Health Place Shaping | Decouple | Chief Executive | 14. Strategic Marketing | SLA | Chief Executive |
| 3. Climate Team | SLA | Communities | 15. Communications | Decouple | Chief Executive |
| 4. Internal Audit | SLA | Resources | 16. Consultation & Engagement | SLA | Chief Executive |
| 5. Counter Fraud | SLA | Resources | 17. Emergency Planning | SLA | Communities |
| 6. Corporate Health and Safety | Decouple | Chief Executive | 18. Regulatory Services & Community Safety | Partnership | Communities |
| 7. Policy and Strategy | Decouple | Chief Executive | 19. Digital & IT Services | SLA | Resources |
| 8. Legal Services | Decouple | Resources | 20. Procurement & Contracts | Decouple | Resources |
| 9. Democratic Services | Decouple | Resources | 21. Customer Services | Decouple | Chief Executive |
| 10. Information Governance | Decouple | Resources | 22. Continuous Improvement | Decouple | Chief Executive |
| 11. FOI's | Decouple | Resources | 23. Land Charges | Decouple | Chief Executive |
| 12. Performance and Insight | Decouple | Chief Executive | 24. Property, Investment & Facilities Management | Decouple | Resources |

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- 2.4 The final service recommendations, as approved by the Joint Shared Service & Personnel Committee, have shaped and informed the considerations for the proposed senior management team structure as set out in Section 3 of this report.

3.0 Senior Management Structural Arrangements

- 3.1 It is proposed that the senior management team are organised across three Strategic Lead Officers, namely the Chief Executive and two Corporate Directors.



3.2 These Strategic Lead Officers would be responsible for the following key areas of the Council:

- **Chief Executive** – the leadership of partnership working locally, regionally and nationally. Ensuring the Council is equipped and able to improve outcomes for local residents through our partnership working and the services which contribute to these partnerships and by having strategic oversight of the direction and performance of the Council in support of the aims and ambitions of the Council.
- **Corporate Director – Resources** – the leadership of the Council's supporting and enabling services in order to ensure effective and efficient support to our front-line services in support of the aims and ambitions of the Council.
- **Corporate Director – Communities** – the leadership of the Council's key front-line services in order to ensure the effective and efficient service provision to our local communities, local businesses and local places in support of the aims and ambitions of the Council.

3.3 These 3 x Strategic Lead Officers, with the additions of the Assistant Director – Finance (s.151 Officer) and the Assistant Director – Legal, Governance and Democratic Services (Monitoring Officer) form the Corporate Leadership Team (CLT) of the Council.

Chief Executive Directorate

3.4 The Chief Executive Directorate will consist of *three portfolios*, the functional areas are outlined in **Appendix A (1)**. The following describes the rationale for these proposals:

- **HR & OD**
 - To support the Chief Executive as Head of Paid Service to continue to lead, support and nurture the culture of our Council, our values and ensure we remain an ambitious Council to recruit and retain our talented workforce.
- **Housing & Wellbeing**
 - To enable the Council to continue to work effectively in partnership whilst having the service leadership in place to connect, our Council, to the opportunities to improve preventative outcomes that exist for our partnership working. Services such as Leisure and Housing are key determinants in influencing positive outcomes for the wider health, employment and overall prosperity of our local communities.
- **Customer Focus**
 - To work across all service areas to help support and develop our relationship and services to our local communities manage and

ensure the future development of our customer service provision for our local residents.

- To support the effective communication and engagement with our local communities and our staff.
- To enable organisational oversight of the service performance of the key services provided by the Council and ensure via the Chief Executive that the Corporate Leadership Team are responding promptly to any levels of service provision that do not meet our service standards or expectations for our local residents.
- To help inform future policy direction by being a customer focussed Council and ensuring our understanding of our local communities and our local places is driving the future transformation of our services through our service review programme.

Resources Directorate

3.5 The Resources Directorate will consist of *four portfolios*, the functional areas are outlined in **Appendix A (2)**. The following describes the rationale for these proposals:

- **Finance**

- To ensure effective financial stewardship and financial management of the Council. This service area is led by the Council's s.151 Officer.

- **Legal, Governance & Democratic Services**

- To ensure effective governance stewardship and management of the Council and support to all our elected Members. This service area is led by the Council's Monitoring Officer.

- **Digital & IT**

- To ensure effective digital and IT services across the Council and to support the future transformation enablement of the organisation.

- **Corporate Property**

- To ensure the effective provision and management of the Council's property portfolio and assets.

3.6 It is proposed that the Corporate Director – Resources will have strategic oversight and responsibility for the key commercial interests for our Council. The role will also act in the critical role as our Council Shareholder Representative for oversight of Councils wholly owned companies i.e. Graven Hill and Crown House.

Communities Directorate

3.7 The Operations Directorate will consist of *four portfolios*, the functional areas are outlined in **Appendix A (3)**. The following describes the rational for these proposals:

- **Planning & Development**

- To ensure we have the right target for new homes and economic growth, in the right place, and protect our villages, communities and the environment through our Local Plan.

- **Growth & Economy**

- To ensure we have a clear strategy for the economic prosperity of Bicester, Banbury, Kidlington and our rural villages and communities including specific Town Centre Masterplans.

- **Environment**

- To ensure we have a clear strategy to minimise the environmental impact of our Council's operational services and as a partner organisation maximise the opportunity to reduce the global impact of climate change.

- **Regulatory Services & Community Safety**

- To ensure we provide services to our residents, businesses and communities which keep people safe, promote wellbeing and community resilience, protect the environment, support businesses to meet regulatory requirements and tackle problems which impact on people's quality of life.
- Services were successfully shared in partnership with OCC and these services will continue to be shared under a formal s.113 arrangement with the County Council.

3.8 The structural arrangements are designed to support the vision, aims, objectives and priorities of the Council following the decoupling of the strategic partnership with Oxfordshire County Council.

3.9 A significant number of the proposed arrangements have been in place for a number of months during the decoupling phase of the partnership and therefore provides reassurance and a basis of the recommendation to the Committee.

4.0 Conclusion and Reasons for Recommendations

4.1 This report seeks approval to establish the permanent structural arrangements for the senior management team following the finalisation of the decoupling of the strategic partnership arrangements with Oxfordshire County Council. Further to the report to the Personnel Committee on the 28 February 2022 which set out the

interim arrangement for the decoupling of the partnership between Cherwell District Council (CDC) and Oxfordshire County Council (OCC).

5.0 Consultation

5.1 All staff have been regularly updated and engaged over the last months as part of the decoupling staff engagement sessions led by the Chief Executive. For our staff in the specific service areas covered by the former partnership a pre and post decision meeting was also undertaken with our staff impacted by the decoupling changes.

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: *Delay the introduction of any permanent structural change* – maintaining an interim arrangement for the Council would hinder the ability for the organisation to create the Team Cherwell identity and slow progress on the delivery of the Council’s vision, aims and priorities. This would increase uncertainty for our staff and not provide the level of reassurance to all our elected Members.

7.0 Implications

Financial and Resource Implications

7.1 The proposals contained within this report are set out in **Table 1** below. **Table 2** shows the previous Personnel Committee recommendations for the interim structure, which have been updated to reflect the interim 2.3% pay award to allow like-for-like comparisons.

Table 1 – financial implications of the permanent senior management structure

| | Cherwell DC £000 | Partnership £000 | Total £000 |
|--------------------------|-----------------------------|-----------------------------|-----------------------|
| Permanent Structure* | 1,585 | 71 | 1,656 |
| Former CDC/OCC Structure | | | 1,329 |
| Difference | | | 327 |

*NB – these figures are based on a full year basis for ease of reference

Table 2 – financial implications of the interim senior management structure

| | Cherwell DC £000 | Partnership £000 | Total £000 |
|--------------------------|-----------------------------|-----------------------------|-----------------------|
| Interim Structure* | 1,333 | 212 | 1,545 |
| Former CDC/OCC Structure | | | 1,329 |
| Difference | | | 216 |

*NB – these figures are based on a full year basis for ease of reference

Figures in Table 2 have been uplifted by 2.3% for the interim pay award to make like-for-like comparisons with the permanent structure.

7.2 The cost of the proposed structure has been factored into the MTFs and 2023/24 budgets of the Council. Additional costs in 2022/23 have been taken into account in the 2022/23 Performance, Finance and Risk Reports.

Comments checked by:
Michael Furness, Assistant Director – Finance, 01295 221845,
Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.3 A permanent senior structure brings stability to the workforce, thereby stabilising the governance and accountability at the top of the organisation.

Comments checked by:
Shahin Ismail, Interim Monitoring Officer, Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.4 There are no risks implications arising directly from this report. Any arising risks in the future will be managed through the services' operational risks registers and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 There are no equalities and inclusion implications arising directly from this report. All proposals are developed in line with the commitments set in our Equalities and Inclusion Framework.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556
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8.0 Decision Information

Key Decision: N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

The proposals contained within this report support the achievement of the Council's strategic aims as contained in the Business Plan.

Lead Councillor

Leader of the Council

Document Information

Appendix number and title

- **Appendix A (1-3)** – Senior Management Team Structure

Background papers

- None

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