

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE

24 May 2022

Report of the Managing Director

Derbyshire County Council's Senior Officer Accountability Framework

1. Purpose

- 1.1 For the Committee to approve the proposals to adopt the senior officer accountability framework detailed in the report for the purpose of future job design.

2. Information and Analysis

- 2.1 A report was submitted to Full Council on 15 September 2021 relating to the proposal to introduce a permanent senior officer operating model. To strengthen the proposed operating model, it was recommended that a clear senior leadership accountability framework was developed to provide clarity on role boundaries and to ensure accountability levels are clearly defined between the Executive Directors, Directors and Assistant Directors.
- 2.2 Full Council approved the Director of Organisation Development & Policy to commission an independent review of the council's senior pay and grading framework to provide the following:
- Up to date and relevant comparator benchmarking for roles graded 16 to 20 of the Derbyshire Pay structure reflective of market conditions which supports the Council to re-design the current pay line.
 - Create an effective grading structure aligned to job evaluation points which enables all grades and pay points to be utilised

resolving the issue associated with Grade 19 which is unusable in the current pay structure.

- Support the Council to create role/level descriptors for grades 16 to 21 of the Derbyshire Pay structure.
- Advise upon and evaluate all Executive Director, Director and Assistant Director roles, currently grades 16, 17, 18 and 20 of the Derbyshire Pay structure (in line with the agreed framework) against the new senior pay and grading framework in phase two and in accordance with agreed timescales.
- Develop and recommend a future process for changes to senior roles that sets out clearly when changes applied to job portfolio of responsibilities may require role profiles to be re-evaluated, for future application.
- Provide a report to Full Council for approval of all re-evaluated roles, in conjunction with an officer report gaining approval of the revised senior pay and grading framework.

- 2.4 A politically balanced Appointments and Conditions of Service working group was established with its first meeting taking place in October 2021. The purpose of the group was to consider and provide recommendations to the Appointments and Conditions of Service (ACOS) Committee on the Councils senior accountability framework.
- 2.5 A trade union workstream was also established in October 2021 to enable the Council to engage with trade unions to consider information relating to the senior accountability framework taking into account the independent report.
- 2.6 Korn Ferry were commissioned following a procurement process to undertake the review which commenced in October 2021.
- 2.7 The Council utilise the Korn Ferry Hay job evaluation method which considers the required Know-How, Problem Solving and Accountability of roles to ascertain the total job size for all roles within the Derbyshire pay structure.
- 2.8 Korn Ferry supported the Council to develop level descriptors providing a high-level description and more detailed descriptors. The level descriptors provide the Council with a framework to enable clarity on role boundaries and to ensure accountability levels are clearly defined between the Managing Director, Executive Directors, Directors and Assistant Directors.
- 2.9 The level descriptors at Appendix 2 form the basis of the Councils accountability framework and will support the Councils organisation

design principles for senior leadership roles and provides the basis of accountabilities, knowledge, skills and experience for job design.

- 2.10 As noted in 2.2 the scope of Korn Ferry's remit included the provision of market pay data and development of a grading structure. The level descriptors and pay benchmarking data were provided to enable us to create an effective pay and grading structure, however, the ACOS working group was of the view that the pay and grading structure should not be reviewed for senior roles in isolation to the remainder of the workforce.
- 2.11 Korn Ferry undertook independent evaluations of the senior roles in scope of the review i.e. roles in the Derbyshire pay structure grades 16 to 20, utilising the job information provided by the Council including job descriptions, organisational charts, budgetary and staffing information. As part of the evaluation Korn Ferry took into account the relative size of similar roles within similar size Councils in the UK to provide the Council with a job evaluation reference level.
- 2.12 All roles evaluated had standardised collective leadership responsibilities within the job and person profile to ensure synergy and consistency across the profiles.
- 2.13 The job evaluation outcomes demonstrated that reference levels remain appropriate based on the current role portfolios.
- 2.14 A service level agreement outlining the evaluation process, timescales and costing has been developed jointly with Korn Ferry and the Council and will be used for evaluations undertaken throughout the current contract in place with Korn Ferry for senior roles. It is also recommended that the standardised collective leadership responsibilities (at Appendix 3) used in this review be utilised in the job and person profiles for all future roles developed, evaluated and advertised to ensure consistency.
- 2.15 The ACOS working group have considered the collective leadership responsibilities, level descriptors, pay benchmarking and grading framework options at various meetings throughout the review. The ACOS working group support the proposals within the report.

3. Consultation

- 3.1 An informal engagement session was held with the senior officers impacted by the review on 14 October 2021 to outline the approach and the review timeline. If approval is given by the Appointments and

Conditions of Service (ACOS) Committee to proceed to Full Council as outlined within the report a further engagement meeting will be arranged to outline the level descriptors prior to Full Council.

3.2 As there are no contractual changes or changes to role requirements being proposed in the scope of this review there is no requirement for formal consultation or contractual changes.

3.3 A trade union workstream was established with its first meeting taking place in October 2021 to engage with them on the review. Several meetings have been held with trade unions to keep them informed on the progress of the review and to seek their feedback on the senior accountability framework with a further meeting held on 16 May 2022 to outline the proposed approach being submitted to the ACOS Committee.

4. Alternative Options Considered

4.1 The Council could choose not to adopt the level descriptors proposed. However, these descriptors provide a consistent basis and framework for accountabilities, knowledge, skills and experience for future job design and will support more efficient recruitment and a consistent Council-wide role structure in the future.

5. Implications

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

6.1 None applicable.

7. Appendices

7.1 Appendix 1 – Implications
Appendix 2 – Senior officer level descriptors
Appendix 3 – Collective Leadership responsibilities

8. Recommendation(s)

That the Committee:

- a) Approves the adoption of the level descriptors for future use in job design to provide a consistent basis and framework for accountabilities.
- b) Supports the development of clear service level agreement with Korn Ferry for future evaluations.
- c) Approves that the standardised collective leadership responsibilities within job and person profiles used in this review be utilised for future roles developed, evaluated and advertised to ensure consistency.
- d) Agrees that the review of the senior pay and grading framework is complete and that no changes to the pay and grading structure will be made at this time for the reasons set out in the report.
- e) Agrees that an update report will be submitted to Full Council at its meeting on 13 July 2022.

9. Reasons for Recommendation(s)

- 9.1 The adoption of the level descriptors provides the basis of the Council's organisation design principles and the accountability framework for senior leadership roles which enables accountability levels to be clearly defined. This would also support the Council's performance management approach.

Report Author: Pete Buckley

Contact details: pete.buckley@derbyshire.gov.uk

Appendix 1

Implications

Financial

- 1.1 Given there are no changes proposed to the pay and grading framework, there are no financial implications at this stage.

Legal

- 2.1 The terms of reference for the Appointments and Conditions of Service Committee provide for the Committee to take key policy decisions in relation to job evaluation and to determine terms and conditions on which all staff hold office as well as considering proposals for changes to standards terms and conditions. The matter does need to be referred back to Full Council following the resolution of the 15th September 2021 to update them with the outcomes from the ACOS Committee.

Human Resources

- 3.1 Employees affected by the review have been engaged on the reasons for the review at the outset and trade unions have been engaged throughout the review via a trade union workstream.
- 3.2 The level descriptors provide the Council with an accountability framework providing clarity on role boundaries and to ensure accountability levels are clearly defined between senior leaders. The level descriptors will support the Councils organisation design principles for senior leadership roles and provides the basis of accountabilities, knowledge, skills and experience for job design.

Information Technology

- 4.1 None

Equalities Impact

- 5.1 None

Corporate objectives and priorities for change

- 6.1 This proposal aligns with the people priorities outlined within the Councils People Strategy and in particular supports the priority 'To engage, nurture and develop our people and our future potential' by

having a clear accountability framework to support our performance management approach.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None

Appendix 2 - Senior Officer Level descriptors

Role	Level descriptor
Managing Director	<p>The Managing Director will act as the Head of Paid Service and Chair of the Council's Corporate Management Team, with overall corporate responsibility for the Council. As the Council's most senior officer, the Managing Director is responsible for providing effective strategic leadership, corporate governance, performance management and direction across the Council, aligned to the Council's strategic aims. They will provide strategic advice to the Leader of the Council, Cabinet and Elected Members on the strategy, vision and performance of the Council acting as the Council's principal adviser. The Managing Director will support the Leader of the Council to represent the whole Council locally, regionally and nationally, promoting the authority through developed and sustained relationships with key external stakeholders. In addition, the Managing Director will ensure the core principles of collective leadership and partnership are maintained through responsive, positive and sustained relationships between Cabinet Members, Executive Directors and Senior Leaders.</p>
Executive Director	<p>Roles are Executive level Directors reporting to the Managing Director and will be leading a major cross-cutting area of the Council. They are personally and actively involved in shaping the organisational vision and strategy as part of Executive leadership team and will set organisation-wide frameworks and policies. This involves ensuring that the Council's strategic aims and objectives are met. Role holders will be expected to scan the external environment and anticipate the impact of external forces on the long-term development of organisational strategy. They will think strategically to integrate large areas of activity and ensure cohesion across the Council aligned to the strategic aims and priorities and are critical to the achievement of major transformation.</p>
Director	<p>Roles are Directors, reporting to an Executive Director, leading major and diverse group of functions that have notable size, magnitude, and breadth (or a major corporate function) to achieve priorities and the</p>

	<p>organisational strategic aims. Thinking is about supporting the organisational leadership of the Council, by developing the policies and strategic plans for their remit to realise objectives, and to consider how to turn broad aims into reality. Accountable for delivery, effectiveness, and outcomes across the Council, the roles are critical to the achievement of transformational change and improved performance.</p>
Assistant Director	<p>Roles are Assistant Directors, leading substantial functions and services that are related in their aims and purpose, to achieve operational priorities and the organisational strategic aims. The role holder will need to co-ordinate and integrate a number of sub functions within the function/service to ensure a cohesive and joined-up service is delivered, and will be expected to set operational priorities and manage relationships. Thinking is about developing the policies and plans for their functions aligned to Council priorities, and considering how to turn broad aims into reality. Accountable for delivery, effectiveness, and outcomes across the Council, the roles are critical to the achievement of transformational change and improved performance.</p>

Appendix 3 – Collective Leadership responsibilities

	Managing Director	Executive Director	Director	Assistant Director
Shaping the Future	<p>Provide strategic, visionary leadership for the Council contributing to the delivery of the Council's strategic aims</p> <p>Act as a proactive lead member of the Corporate Management Team, contribute to the strong and effective corporate management of the Council's services.</p>	<p>Provide strategic, visionary leadership for the Council contributing to the delivery of the Council's strategic aims.</p> <p>Act as a proactive member of the Corporate Management Team, contribute to the strong and effective corporate management of the Council's services.</p>	<p>Provide strategic, visionary leadership for the Council contributing to the delivery of the Council's strategic aims.</p> <p><i>For CMT members only</i> Act as a proactive member of the Corporate Management Team, contribute to the strong and effective corporate management of the Council's services.</p> <p><i>For non-CMT members</i> Act as a proactive member of the council's senior leadership team, contributing to the strong and effective management of the council's services</p>	<p>Provide strategic leadership in transformational change programmes, organisational redesign and remodelling of services supporting the Council's strategic aims.</p> <p>Act as a proactive member of the council's extended senior leadership team, contributing to the strong and effective management of the Council's services</p>

	<p>Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters that have implications for the services.</p> <p>Seek to improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums.</p> <p>Provide leadership and direction for the development and delivery of a sustainable medium-term financial strategy and plan.</p>	<p>Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters that have implications for the services.</p> <p>Seek to improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums.</p> <p>Provide leadership and direction for the development and delivery of a sustainable medium-term financial strategy and plan.</p>	<p>Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters that have implications for the services.</p> <p>Seek to improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums.</p> <p>Provide leadership and direction for the development and delivery of a sustainable medium-term financial strategy and plan.</p>	<p>Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters that have implications for the services.</p> <p>Seek to improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums.</p> <p>Contribute to the development and delivery of a sustainable medium-term financial strategy and plan.</p>
	Managing Director	Executive Director	Director	Assistant Director
Leading and Working Through Others	<p>Ensure effective and open communication and good working relations with the corporate management team, members, directorates, external agencies and partnerships, to eliminate silo working to support delivery of the Council's strategic aims.</p>	<p>Ensure effective and open communication and good working relations with the Managing Director, corporate management team, members, directorates, external agencies and partnerships, to eliminate silo working to support delivery of Council's strategic aims.</p>	<p>Ensure effective and open communication and good working relations with the Managing Director, corporate management team, members, directorates, external agencies and partnerships, to eliminate silo working to support delivery of Council's strategic aims.</p>	<p>Ensure effective and open communication and good working relations with the Managing Director, corporate management team, members, directorates, external agencies and partnerships, to eliminate silo working to support delivery of Council's strategic aims.</p>

Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies in order to develop a high level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

Promote an organisational culture that is positive, forward-looking, embraces change, outcomes orientated and community focused in an environment which is fair, supportive and open enabling employees to feel empowered and valued.

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Promote an organisational culture that is positive, forward-looking, embraces change, outcomes orientated and community focused in an environment which is fair, supportive and open enabling employees to feel empowered and valued

	<p>Seek to improve the lives of all residents in Derbyshire, empowering communities and where needed ensuring that communities have access to the Council's services relevant to their needs. Work with members of the corporate management team to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.</p> <p>Promote and role model a culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.</p>	<p>Seek to improve the lives of all residents in Derbyshire, empowering communities and where needed ensuring that communities Derbyshire have access to the Council's services relevant to their needs. Work with members of the senior leaders across the Council to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.</p> <p>Promote and role model a culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.</p>	<p>Seek to improve the lives of all residents in Derbyshire, empowering communities and where needed ensuring that communities Derbyshire have access to the Council's services relevant to their needs. Work with members of the senior leaders across the Council to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.</p> <p>Promote and role model a culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.</p>	<p>Seek to improve the lives of all residents in Derbyshire, empowering communities and where needed ensuring that communities Derbyshire have access to the Council's services relevant to their needs. Work with members of the senior leaders across the Council to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.</p> <p>Promote and role model a culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.</p>
	Managing Director	Executive Director	Director	Assistant Director

Delivers Results

Seek to deliver services within budget engaging and consulting with stakeholders, partners, communities and employees to ensure services are outcome focussed and provide value for money, reflecting the Council's wider strategic objectives and securing the financial viability of the authority.

Ensure national standards and relevant statutory requirements are met and the Council's Code of Conduct is adhered to.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

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Ensure performance oversight and compliance with the Council's Health & Safety policy/procedures and that of any resources for which the role is responsible for, providing safe working environments and developing practice to maintain the physical and mental health of employees.

Champion and lead the management of risk in relation to service delivery and own and hold accountability for the corporate risk management framework, utilising risk and asset management practice to embed a culture of innovation in the use of resources and shared learning across service boundaries and partnerships.

Champion and comply with the Council's policies on information security including the ICT Security Policy, Internet and Email Policy and Safe Haven Guidance.

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