

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

13 July 2022

Report of the Managing Director

Derbyshire County Council's Senior Officer Accountability Framework

1. Purpose

- 1.1 For Council to note the work undertaken and the conclusion of the senior officer accountability framework review.

2. Information and Analysis

- 2.1 A report was submitted to 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.
- 2.2 Council approved the Director of Organisation Development & Policy to commission an independent review of the council's senior pay and grading framework. Korn Ferry were commissioned following a procurement process to undertake the review which commenced in October 2021. 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.
- 2.3 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.

- 2.4 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.
- 2.5 A report was submitted to the ACOS Committee on 24 May 2022 to outline the work undertaken and to seek approval to the following;
- Level descriptors providing 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. This supports the Councils organisation design principles for senior leadership roles and provides the basis of accountabilities, knowledge, skills and experience for job design.
 - A service level agreement outlining the evaluation process, timescales and costing to be used for evaluations undertaken throughout the current contract in place with Korn Ferry for senior roles.
 - Standardised collective leadership responsibilities to be utilised in the job and person profiles for all future roles developed, evaluated and advertised to ensure consistency.
 - Evaluation outcomes following independent evaluations by Korn Ferry of the senior roles in scope of the review i.e. roles in the Derbyshire pay structure grades 16 to 20. The job evaluation outcomes demonstrated that reference levels remain appropriate based on the current role portfolios.
 - The level descriptors and pay benchmarking data were provided to enable the creation of an effective pay and grading structure, however, the ACOS Committee concluded that the pay and grading structure should not be reviewed for senior roles in isolation to the remainder of the workforce.
- 2.6 The ACOS committee approved the recommendations and confirms to Council for noting that the review of the senior pay and grading framework is complete.
- 2.7 As outlined in 2.5 the ACOS Committee determined that pay should not be reviewed for senior roles in isolation to the remainder of the workforce.

3. Consultation

- 3.1 An informal engagement session was held with the senior officers impacted by the Senior Accountability Framework review on 14 October 2021 to outline the approach and the review timeline. A further engagement session was held prior to Full Council on 1st July 2022 to outline the senior accountability framework.
- 3.2 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 ACOS Committee considered the alternative option to not 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 ACOS Committee report of 24 May 2022 – Derbyshire County Councils Senior Officer Accountability Framework

7. Appendices

- 7.1 Appendix 1 – Implications

8. Recommendation(s)

That Council:

- a) Notes the conclusion to the senior pay and grading review and the adoption of the senior accountability framework.

9. Reasons for Recommendation(s)

- 9.1 It was resolved at the meeting on the 15th September 2021 to update Council with the outcomes from the ACOS Committee.

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Appendix 1

Implications

Financial

1.1 None

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.

Human Resources

3.1 As outlined in the report.

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 The adoption of a senior accountability framework aligns with the people priorities outlined within the Council's 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)