



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**15 SEPTEMBER 2021**

**Report of the Director of Legal & Democratic Services and Monitoring  
Officer  
and**

**Director of Organisation Development and Policy**

**Derbyshire County Council's Senior Officer Operating Model**

## **1. Purpose**

- 1.1 To seek approval from Council for proposals to introduce a permanent senior officer operating model following a review of the temporary changes approved by Full Council in December 2020.
- 1.2. To seek approval to undertake an independent review of the council's senior pay and grading framework and associated senior roles.

## **2. Information and Analysis**

- 2.1 Following Full Council approval on 2nd December 2020, the Council adopted an interim operating model to:
  - ensure the Council is best able to respond to the future challenges brought about by the Covid pandemic
  - ensure that the Council is comparable against other local authorities when considering local, regional and national presence
  - enable the Council to drive forward the potential opportunities for Derbyshire to be part of a devolution deal for the East Midlands.
- 2.2 A first amongst equal's role was temporarily applied to the Council's collective leadership operating model from January 2021 with the Executive Director Commissioning, Communities and Policy (CCP)

acting in the capacity of Managing Executive Director (MED) (CCP). On 2<sup>nd</sup> December 2020, Council agreed to the introduction of this role for a period of 12 months, to ensure the Council remains effectively positioned to operate in its changing landscape whilst maintaining the spirit and principles of the collective leadership model. It was agreed that a review of this arrangement would take place during the 12-month period.

- 2.3 The first amongst equals role has continued to lead the Corporate functions to ensure that those services, as the drivers for change across the Council, are appropriately aligned to enable further transformation. The first amongst equals was designated the statutory role of Head of Paid Service, which was previously held by the Executive Director CCP, and as such has continued as part of the MED role.
- 2.4 An independent review of the temporary arrangements was undertaken during July 2021, to ensure time was provided for both the review and for appropriate options to be developed and considered by Council prior to the expiry of the 12-month period. Penna PLC were commissioned to support the Director of Organisation Development and Policy and in Consultation with the Leader of the Council, to assess the impacts of the changes made to inform the future operating model. One to one interviews were held with the Leader of the Council, Elected Members, the MED, Executive Directors, line reports to the MED and external partners. In addition, a survey was also issued to all line reports of Executive Directors. The review focused on assessing how the interim arrangements were working in practice and aimed to draw out strengths and weaknesses of the changes made in January 2021.
- 2.5 The review has highlighted that the temporary arrangements have resulted in improved focus, pace of decision making and clarity for the organisation, and the introduction of the Managing Executive Director position is universally supported internally and externally. The review concluded that there is no desire to return to the collective leadership model by key stakeholders however there is a strong desire to retain, formalise and strengthen some of its associated principles. The review further highlighted that the MED model requires permanency to bring further clarity and pace for the organisation recommending that the Council also needs to review and invest in senior capacity in line with any decisions around its future operating model to fulfil on its ambitious agenda. Finally, feedback outlined that the collaborative culture and leadership style evident within the organisation needs to be maintained and embedded within the future operating model, with these being

viewed as key strengths for our current and future leaders. A summary of the feedback from the review can be found in Appendix 2.

- 2.6 In addition to the findings of the review, the ever-changing landscape of local government requires the Council to ensure it remains effectively positioned to respond to its strategic and operational challenges. Alongside the immediate priority the Council faces in still being required to respond to future challenges brought about by the pandemic, the new administration has in place an ambitious council plan. Additionally, the Council needs to ensure it has the capacity and capability to respond to the opportunities that a County Deal for Derbyshire presents, driving the levelling up agenda. Vision Derbyshire continues to move forward in terms of delivery and requires both strong political and officer leadership. There is a need for greater engagement with residents, communities and partnerships, when considering strategic priorities such as whole system and devolution agendas, with the need to also remove risk regarding the Leader's executive role. A further key strategic priority is the implementation of an Integrated Care System in April 2022 which has wider implications for the organisation. The Leader of the Council also continues to strengthen his role and responsibilities beyond Derbyshire County Council into the national arena – this requires capacity and strong officer leadership to ensure the Leader is supported in this arena. In light of the changing focus for local government and the emerging priorities there is a more imminent need for a refined senior executive officer model for the Council.
- 2.7 As the Council progresses its organisational recovery from the pandemic, collaboration and partnership remain at the heart of the Council's senior officer operating model, with it being crucial that this continues. The ask from the organisation of senior leaders has changed with the introduction of a performance development review (PDR) process pilot and supporting leadership competency framework. This requires an operating model that will further empower, develop and drive leadership accountability, capacity and capability across the organisation. With improved emphasis on communities and place, the need to transform the organisation's culture and further embed collective leadership principles remains paramount, coupled with the need to both attract and retain senior leadership talent and capacity within the organisation.
- 2.8 It is therefore proposed to introduce a new permanent role of Managing Director (MD). This newly formed role will be the most senior officer within the Council, without any operational accountability. Four Executive Directors will lead and be accountable for the delivery of services across the organisation, reporting to the Managing Director

(MD). The job and person profile for the role and revised organisation structure chart is detailed in Appendix 3.

- 2.9 The Managing Director will act as the Council's principal adviser whilst ensuring the core principles of collective leadership and partnership are maintained when considering key senior relationships with Elected Members. As the Council's most senior officer, the Managing Director will be responsible for providing effective strategic leadership, corporate governance, performance management and direction across the Council, aligned to the Council's strategic aims. The Managing Director will be responsible for leading the Council's Corporate Management Team and will undertake the statutory role of Head of Paid Service. The Managing Director will support the Leader of the Council to represent the whole Council locally, regionally and nationally, improving focus on ensuring all resources, including those within the Council, are working together and prioritised on meeting the needs of residents.
- 2.10 Whilst this proposal will strengthen senior leadership capacity, it will be critical that the spirit and principles of the collective leadership model continue. This model will enable the Leader of the Council and Cabinet Members to retain close working partnerships with not only the Managing Director but directly with other senior officers and retain line of sight throughout the organisation. This strengthened operating model will enable the Council to respond to the challenges arising from the emerging context of local government coupled with the internal opportunities related to senior leadership accountability, capacity and capability.
- 2.11 The role of Managing Director has been evaluated at Grade 21. Following a comprehensive review of the pay benchmarking, the proposed pay scale for this role is £161,000 to £175,929 (excluding oncosts), positioning the Council below the mean when considering comparable roles, whilst ensuring the Council is most effectively placed to attract and retain the best candidate for the role. Consideration has been given to both local authorities which comprise of similar functions to the Council and also those which are within the local geography of the Council. Further details are outlined within the Financial Implications of this report.
- 2.12 Consideration has also been given to the most effective approach for recruiting to the new role of Managing Director, with the need for a robust recruitment process to attract the best candidate for the position, underpinned by full integrity throughout the process, whilst sourcing from a broad field of potential candidates. It is proposed to advertise

the role internally and externally, with support from an external recruitment partner as outlined within the HR Implications of this report.

- 2.13 Following the decision of Cabinet, on 17 June 2021, to approve the transfer of the Community Services Division (except Community Safety), and associated budgets, from Commissioning, Communities and Policy to the new Place Department, it is proposed that the Executive Director for Communities, Commissioning and Policy post is retitled Executive Director for Corporate Services and Transformation. As a result of the above proposal, approval is also sought to transfer the designation of Head of Paid Service from this role to the role of Managing Director.
- 2.14 To further strengthen the future operating model, a clear senior leadership accountability framework, with clarity and clearer boundaries on senior leadership roles, will support the organisation in developing its culture, leadership capability and engagement approaches, underpinned by employee performance management. It is important to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain senior officers who are able to meet the requirements of providing high quality services to the community effectively and efficiently, when considering the strategic and operational challenges facing the Council. To fully empower, develop and drive leadership accountability, capacity and capability across the organisation, the Council aims to achieve a high performance culture, with it noted earlier in this report that the ask from the organisation of senior leaders has significantly changed over recent years.
- 2.15 When considering senior recruitment, talent retention and progression, the current senior officer pay and grading framework is limited when considering market rate pay for comparable roles. From a senior officer progression perspective, the gap between senior leadership roles is also limited. Grade 19 cannot be utilised within the Council's current pay and grading structure as there are no job evaluation bandings applied to this grade creating aspects of the Council's pay scales which do not add value or purpose within the current approach. It is evident as the organisation has progressed in recent years that there is a clear accountability difference between Executive Directors, Directors and Assistant Directors, with an opportunity to improve the clarity on role boundaries and ensure accountability levels are more explicit. This is particularly important when considering the new approaches to managing the performance of senior role holders and the introduction of the new Managing Director role.

- 2.16 Aligned to the current review of the Council's future operating model, it is therefore timely to consider the Council's pay and grading framework and associated accountabilities for senior roles to ensure it is fit for purpose, all pay scale points can be utilised, pay differentials are appropriate and pay is aligned where possible to market rate.
- 2.17 Full Council are asked to give approval to the Director of Organisation Development and Policy to commission an independent review of the council's senior pay and grading framework, providing the Council with the following:
- A jointly developed and clearly defined review process (including relativities assessment) detailed in a service level agreement that includes associated costings, timescales and agreed outputs.
  - Provide 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 portfolios may require role profiles to be re-evaluated, for future application.
  - Provide a report to Full Council in March 2022 for approval of all re-evaluated roles, in conjunction with an officer report gaining approval of the revised senior pay and grading framework.
- 2.19 It is proposed that a defined group of appropriate officers who are not within the impacted group will support Korn Ferry Hay Group to ensure impartiality and transparency in progressing the above activity. The Head of Paid Service will provide oversight over this process. In addition, it is intended to establish a cross-party and politically balanced working group, comprising of three members of the Appointments and Conditions of Service Committee (ACOS), to support the officer group and provide recommendations to ACOS by January 2022 for further consideration and approval by Full Council in March 2022. The role,

grading and associated pay scale for the new role of Managing Director will be outwith the above review.

### **3. Alternative Options Considered**

- 3.1 A number of alternative options have been explored as part of the review.
- 3.2 An initial option could be to revert to the former collective leadership model, with Executive Directors being equal. Both the organisation and its external landscape has significantly changed since this operating model was introduced in 2017. Feedback gained in 2020 outlined:
- Positive influences on culture, cross council working, collaboration and tone
  - Consistent concerns over pace, focus of decision making, capacity and capability
  - Consistently viewed as sub optimal by partners and some internal stakeholders
  - Clarity was needed on the Leader's executive role with risks around maintaining corporate accountability

Reversion to this former model, would enable partnership and collaboration to be maintained however the benefits gained from the temporary arrangements would be reversed. The strategic view of the organisation which has been developed would be fragmented, coupled with reduced pace of decision making. Whilst the collective leadership model enabled the organisation to develop and progress, the feedback suggests this option would not be fit for the current context when ensuring the organisation remains effectively positioned to operate in its changing landscape. In addition, the demands of the Covid pandemic have further impacted the organisation in terms of senior leadership capacity. Given the need to ensure the Council is best able and placed to respond to its current and future challenges, against an ever changing landscape within local government, the proposed option outlined within this report ensures that the principles of the collective leadership model are retained and further strengthen whilst its drawbacks are also addressed.

- 3.3 A further alternative option is to retain the current arrangements, either extending the temporary arrangements or making the role of MED (CCP) permanent. The positive impact of the temporary arrangements including continued focus on collaborative and partnership principles would be maintained. However, the temporary nature has been perceived to be unhelpful and whilst a permanent model is required, further clarity, pace and senior capacity is needed when considering the organisation's future operating model. Whilst there is clear support

for officer leadership, significant challenges have been raised regarding the capacity of the model and the MED in continuing to maintain functional accountabilities. The role is prohibited from being able to fully focus on whole system agendas, external partnerships and stakeholder relationships. Retention of this model also raises continued risk around the Leader's executive role in having corporate accountabilities. Senior leadership capacity and future alignment of services must also be addressed when considering both the council's key strategic priorities and operational challenges. This model is not considered optimum or sustainable on a permanent basis, highlighting opportunities to further strengthen the Council's position and relationships both locally, regionally and nationally, coupled with improved focus on residents and communities.

#### **4. Implications**

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

#### **5. Appendices**

- 5.1 Appendix 1 – Implications.
- 5.2 Appendix 2 – Summary of feedback from an independent review of the temporary arrangements (Penna PLC).
- 5.3 Appendix 3 – Job and Person Profile for Managing Director and revised organisation structure chart
- 5.4 Appendix 4 – Pay Benchmarking

#### **6. Recommendation(s)**

That Council:

- a) approves the proposal to implement the permanent role of Managing Director and associated grade and pay scale.
- b) approves the designation of Head of Paid Service to the role of Managing Director.
- c) agrees that the Executive Director for Communities, Commissioning and Policy post should be retitled Executive Director for Corporate Services and Transformation.
- d) agrees that the recruitment to the role of Managing Director will be advertised externally and notes the intention to appoint an external recruitment partner to commence the recruitment process, that will be



undertaken by a politically balanced Panel constituted in accordance with the Officer Employment Procedure Rules.

- e) gives approval to the Director of Organisation Development and Policy to set up a defined group of appropriate officers to support Korn Ferry Hay Group to undertake an independent review of the council's senior pay and grading framework and associated senior roles as outlined within this report.
- f) agrees the establishment of a cross-party and politically balanced working group, comprising of three members of the Appointments and Conditions of Service Committee (ACOS), to support the officer group and provide recommendations to ACOS by January 2022 for further consideration and approval by Full Council in March 2022.

## **7. Reasons for Recommendation(s)**

- 7.1 To ensure the Council's future operating model can respond effectively to the current and future challenges, coupled with an ever-changing landscape of local government. The proposal is supported by feedback gained from both the review of the collective leadership model as reported to Full Council in December 2020.
- 7.2 To ensure the Council's pay and grading framework and associated accountabilities for senior roles are fit for purpose, all pay scale points can be utilised, pay differentials are appropriate and pay is aligned where possible to market rate.
- 7.3 To ensure that there is independence and cross-party involvement in the review of the senior pay and grading framework.

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### **Implications**

#### **Financial**

- 1.1 Pay benchmarking has been undertaken which is detailed in Appendix 4 to support the Council in determining the appropriate pay scale for this new role. The proposed pay scale for this role is £161,000 to £175,929 (excluding oncosts). The funding for this role will form part of a pressure bid on the 2022-23 budget and any in year costs will be met by the General Reserve.
- 1.2 The proposal to commission Korn Ferry Hay Group supported by a group of appropriate officers to undertake an independent review of the council's senior pay and grading framework, is estimated to result in a one-off cost of £82,780 excluding VAT which will be funded from the General Reserve.

#### **Legal**

- 2.1 This report is being presented to Council by the Director of Legal & Democratic Services and Director of Organisation Development and Policy as the current Managing Executive Director and Head of Paid Service has a clear conflict of interest. Independent legal advice has been obtained to confirm the propriety of the process.
- 2.2 The Local Government Act 1972 (section 112) provides that local authorities have a duty to appoint officers as they think necessary to enable them to discharge their own functions and any functions they carry out for another local authority. There is no legal requirement to have a Managing Director or similar post however, under Section 4(1) of the Local Government and Housing Act 1989, the Council is under a duty to designate one of its officers as Head of Paid Service. The Council therefore has the discretion to create the role of Managing Director and determine which officer shall be designated as Head of Paid Service.
- 2.3 There is no statutory requirement for formal consultation of the proposed structural changes however engagement with key stakeholders is outlined within the HR implications.
- 2.4 If Council agrees to the proposal set out in the report to create the role of Managing Director who shall be designated as Head of Paid Service, certain statutory provisions apply.

- 2.5 The Head of Paid Service is a statutory chief officer within the meaning of section 2(6) of the Local Government and Housing Act 1989 (politically restricted posts). This means the post holder is prevented from taking part in certain political activities. The statutory role of Head of Paid Service cannot be held by the Monitoring Officer but may be held by the Chief Financial Officer.
- 2.6 By virtue of the Local Authorities (Standing Orders) (England) Regulations 2001 and the Council's Constitution, the Head of Paid Service can only be appointed by Full Council. The recruitment and appointment must be conducted in accordance with the Council's Officer Employment Procedure Rules contained within Appendix 9 to the Constitution.
- 2.7 The Openness and accountability in local pay: Guidance under section 40 of the Localism Act provides that full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set. For this purpose, salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind to which the officer is entitled as a result of their employment. As set out in the Constitution, Appendix 1 – Responsibility for Functions, approval of remuneration on appointment in excess of £100,000 is the responsibility of full Council.
- 2.8 If the proposals are approved, the Constitution will need to be updated to reflect the new role and senior management structure. A report will be presented to Governance, Ethics and Standards Committee and Council in due course to approve the necessary amendments.
- 2.9 The Council has commissioned independent legal advice in respect to the process to introduce the new role of Managing Director and the designation of the Head of Paid Service statutory duties.

## **Human Resources**

- 3.1 The role of Managing Director has been subject to the Council's job evaluation scheme, independently evaluated by Korn Ferry Hay Group, and this has been confirmed as being commensurate with Grade 21 of the Council's pay structure.
- 3.2 Informal engagement has been held with all substantive Executive Directors within the Council. There is no formal requirement to consult

with any impacted employees, however, further informal engagement will continue to ensure the revised and strengthened operating model is embedded.

- 3.3 In line with the council's Recruitment and Selection policy, whilst vacancies are normally advertised internally initially, the Council would benefit from both internal and external advertisement of the new position, to provide assurance that the Council secures the best candidate for the role. In addition, the Director of Organisation Development and Policy will commission an external recruitment partner to support recruitment to the role. A sub-committee of the Appointments and Conditions of Service Committee (ACOS) will be formed to make the appointment prior to Full Council approval ratification in December 2021.
- 3.5 Following the transfer of Communities Division as approved by Cabinet on 17<sup>th</sup> June 2021, the former role of Executive Director for Communities, Commissioning and Policy has been retitled Executive Director for Corporate Services and Transformation. This has been considered against the council's job evaluation framework and remains at grade 20. With no significant changes to the job and person profile, this role does not require external evaluation by Korn Ferry Hay Group. The role however will no longer hold the designation of Head of Paid Service, and this will transfer to the Managing Director role on appointment of the successful candidate. External legal advice has been commissioned and it is considered that redesignating the Head of Paid Service to the Managing Director post does not amount to a contract variation and does not require the Council to formally consult with the postholder in order to implement the proposal, however further engagement with the affected employee will continue should the proposals be approved. This change has no impact on the pay level of the Executive Director, Corporate Services and Transformation.

### **Equalities Impact**

- 4.1 The proposed changes result in no current role holder being placed at risk of redundancy therefore an Equalities Impact Assessment is not required for the introduction of the new Managing Director position. Equality considerations will be observed during the recruitment process and in line with the council's Recruitment and Selection policy all applicants who declare that they have a disability and who meet the minimum essential criteria of the job should be invited to interview in accordance with the Disability Confident Guaranteed Interview Scheme.

- 4.2 With regards to the proposal to commission Korn Ferry Hay and a defined officer working group to undertake an independent review of the council's senior pay and grading framework, a full Equality Impact and Equal Pay Assessment will accompany any subsequent report to Full Council.

## Elected Member Feedback

Strengths	Weaknesses – Areas for Improvement
It provides clear interaction between politicians and the management structure of the organisation. It allows for more collective/collaborative decision making and a clear steer on the strategic responsibilities.	One key pitfall is the lack of accountability and transparency from the leadership team which has caused issues and has been clear over the last 12 months or so.
There's 'less tiers to get through to get something resolved'.	I cannot see any weaknesses.
The style of the leadership is definitely one of the ingredients for success in this model	Making sure there is enough Directors to have enough responsibility to cover all the key areas of the council. Allowing MED to have the strength to cover all the areas
I have nothing but praise for what I have seen so far	We need to ensure that the wider world understands the structure
It has empowered the directors, and increased communication levels, and has made us more efficient and effective through minimising red tape in making decisions	A slight concern in terms of some portfolios having multiple cabinet members. Would like to see a better spread of directorship/management within that.
It is beneficial to have a "buck-stop person" - that helps stop things slipping through the net, and breaks down silos.	Potential for senior directors leaving but these are issues in any situation. As long as this model doesn't suppress changing things for the better.
I am much more comfortable with a Senior decision maker	
Its allowed the council to assess the strengths and weaknesses of the Council at this moment in time.	
It's better, and less confusing for partners and stakeholders, with a single named person as the first among equals - someone for them to go to when they need help solving a problem, or need a decision	
Without a CEX I feel that we lost strategic leadership. It is less to do with the model than the people that you appoint - the leadership that the person gives is more important than the model. The authorities that punch above their weight are the ones where the political leadership is aligned with the officer leadership.	
We can do things at pace rather than the back and forth and just making decisions together. There are 'less tiers to get through to get something resolved'.	
The first amongst equals approach is the right one, reverting back to an 'old fashioned system' has no benefits other than keeping people outside of the organisation happy	

## Executive Director Feedback

Strengths	Weaknesses – Areas for Improvement
<p>It feels right to have a first among equals.</p> <p>We benefit from having someone to hold things to account.</p> <p>Our decision making was previously slow, this model has freed up time to use to better advantage the people of Derbyshire.</p> <p>.</p>	<p>There are capacity challenges which you might not have with a traditional chief executive [many chief executives have their own offices, and a deputy chief executive.]</p>
<p>I am wholly supportive of the arrangements which we now have in place. Having a single MED or CEO is important for the strength and efficiency of decision making, providing a clear vision and strategy, holding senior officers to account, acting as principal external ambassador and chief policy advisor.</p>	<p>The temporary nature of the model. We need permanency to drive things forward faster.</p>
<p>A definite strength is that I feel really sighted on issues across the authority - I haven't felt as informed in any other authority - because we feel collectively responsible for all of the council's responsibilities, and we all take responsible for additional cross-council projects (e.g. equalities.)</p>	<p>'The title' does it serve Derbyshire CC well when everywhere else has a CEX. There is a fear of just having an MED, people won't see that MED as a Chief Executive and it potentially doesn't hold as much gravitas. Feel the postholder needs the accountability of a chief executive</p>
<p>The role of the MED is carried out very collaboratively and provides a clear link with the Leader</p>	<p>I am not sure that the model is well described to some of our partners</p>
<p>It has enabled me to have more time for Exec Director sponsoring of corporate responsibilities Having that point of 'the buck stops here' is important and the occasional need to hold people to account and ensure the quality of work being delivered is of the right standard</p>	<p>Is being an MED and ED sustainable – does this provide the right capacity and get the best outcome from a capacity/time perspective?</p>

## Line Report Feedback

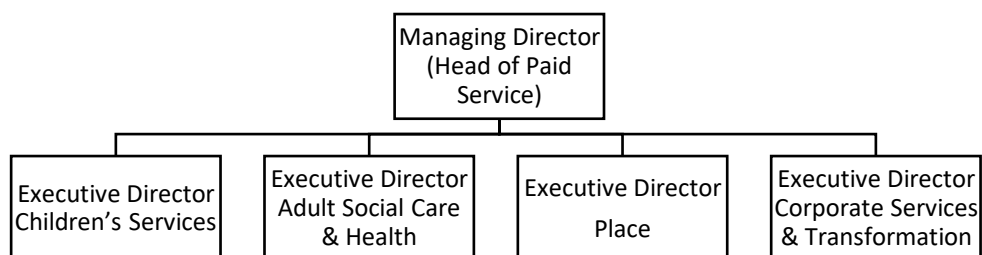
Strengths	Weaknesses – Areas for Improvement
<p>It works better in terms of the MED role being defined and having someone coordinating local and central recommendations. It has allowed the MED to step in and cover the high-level corporate relationships with central gov/civil servants etc.</p> <p>Having someone who is accountable, and hold the group to account but still working collaboratively. It was difficult when no one has a deciding vote.</p>	<p>This is an interim arrangement - having some permanence would help in the longer-run; and there needs to be clarity around roles and structures; and some additional capacity</p>
<p>MED or CEX brings more gravitas and allows for consistent relationships to be built, rather than swapping in and out of people which led to inconsistency</p>	<p>Senior management capacity remains very stretched</p>
<p>The new model gives clarity over who is ultimately responsible for making a decision. Knowing there is one individual who makes the final decision is helpful</p>	<p>The Tiers below the Exec have not been shaped to support the revised leadership model</p>
<p>Under the old model there was a procrastination of decision making because no-one had the final decision-making authority</p>	<p>The model could be strengthened by enhancing the leadership/support provided by 2nd tier officers</p>
<p>The single leader with clear vision and accountability is easier for staff and external partners to understand and explain.</p>	<p>Not sure the messaging/explanation around the difference has really 'landed' internally or externally</p>
<p>Improved speed of decision making. Clear lead officer for the Leader and Cabinet to engage with.</p>	<p>We should strengthen the one council approach - recognising the importance and contributions each department makes</p>
<p>A culture change programme across the council is evident. There has been a clear focus on developing the vision for the Council and more recently joining up the initiatives across the Council to support a one council approach engaging with key stakeholders</p>	
<p>Clarity in a single lead Executive for Elected Members and partners. Providing clarity for the organisational structure externally. Clear continuity in chair of CMT</p>	



## Partner Feedback

Strengths	Weaknesses – Areas for Improvement
<p>Feels much more comfortable with a Senior decision maker rather than 3 or 4 people. Found the previous system challenging, this feels much better. There is a lead person to talk to and feels there is much more strategic direction.</p>	<p>The Council needs a Chief Executive. Someone to punch weight at an officer level to match what is done by the Leader at a political level.</p>
<p>It's been really helpful to have more clarity and cohesiveness from an external perspective which has been really positive. It has felt like it's enabled and facilitated greater engagement with elected members. Unsure if its just been a matter of course or because of the operating model. This feels like a positive change down to the new operating model.</p>	<p>Biggest weakness is that it's temporary</p>
<p>The arrangement is clear and explicit and provides clearer lines of accountability as the Head of Paid Service and within a broader safeguarding context, particularly children's safeguarding. This means that roles and responsibilities of the Exec Team are clearer.</p>	<p>Is there sufficient capacity at Exec Director level to deliver the transformation required. Senior management capacity remains very stretched</p>
<p>Relationships feel better now than they probably have been. It will improve outcomes for the place and people of Derbyshire – it has been positive and productive to progress work together.</p>	
<p>Clear vision; clear accountability; improved speed of decision making.</p>	
<p>There is a consistent voice and consistent accountability. It is also easier to relate to Derbyshire now. Lines of accountability are much easier to understand.</p>	

**Revised Organisation Structure**



**JOB PROFILE**

<b>Job Title:</b>	Managing Director (Head of Paid Service)	
<b>Grade:</b>	21	<b>JE Ref:</b> BM255
<b>Job Family:</b>	Leadership	

**Purpose of this role:**

Collaboration and partnership are at the heart of the Council’s operating model, with collective executive leadership being successfully embedded within the organisation’s senior officer operating model.

The Managing Director 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. 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.

With an ever-changing landscape of local government, the Managing Director will ensure that the strategic policy objectives of Elected Members are identified, translated into service delivery and achieved effectively and efficiently, aligned to Council’s values. 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.

Leading the Council’s Corporate Management Team, the Managing Director will ensure performance measures and service plans incorporate relevant strategies and policies to meet statutory requirements and to deliver optimum value for the residents of Derbyshire. The Managing Director will undertake the statutory role of Head of Paid

Service and ensure compliance in accordance with legal and statutory requirements, in line with the Council's constitution.

With a key priority to ensure value for money for taxpayers, coupled with overall responsibility for the Council's resources, the Managing Director will ensure they are deployed and managed effectively to meet the Council's strategic aims and priorities. This will be supported by ensuring effective engagement, consultation, and feedback with the residents of Derbyshire.

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. They will lead the Council by forming strong and collaborative working relationships with residents; leaders in the public and voluntary sectors; as well as business, industry and national government to ensure that all resources, including those within the Council, are working together and prioritised on meeting the needs of residents.

### **Key relationships:**

The role is accountable to the Leader of the Council working collaboratively with the Cabinet.

The role will be responsible for and line manage the Executive Director for Children's Services, Executive Director for Adult Social Care and Health, Executive Director for Place and Executive Director for Corporate Services and Transformation and ensuring collaborative relationships are maintained with Cabinet Members.

The role holder will act as the Head of Paid Service and Chair of the Council's Corporate Management Team, with overall corporate responsibility for the Council.

Other key relationships include:

- Elected Members.
- Executive Directors.
- Directors and senior officers across the Council.
- Local Resilience Forum.
- Health Partners across Derbyshire and Regionally
- National Government and other local authorities.
- Public, private and third-party sector partnerships and providers.

### **Key responsibilities:**

- As head of the Council's Corporate Management team, provide overall corporate and strategic leadership to ensure delivery of the Council's strategic aims, performance and corporate governance aligned to the Council plan, service plans and statutory duties.
- Support Elected Members, acting as the Council's key strategic lead and advisor, by working with them to develop and implement strategies and ensure organisational

responsiveness for achieving the Council's strategic aims and priorities.

- Support the Leader to achieve the Council's ambition in the development of a devolution deal for the East Midlands to support recovery, resilience and prosperity across the region, ensuring that the Cabinet's wider political vision and priorities are translated into delivery and its values are embedded at all levels of the organisation.
- Strengthen and champion the Council's focus on residents and ensuring that the Council's plans are delivered at pace, supported by consultation, engagement and feedback from the residents of Derbyshire.
- Network and engage at national, regional and local level to understand and influence best practice, maintaining the profile of the County and promote the best interests of Derbyshire.
- Support the Leader and Cabinet Members to develop and sustain an influential and respected role, supporting relationships in Government, Business and Derbyshire communities; being the key strategic contact for external partners and other local authorities
- Act as the Council's Head of Paid Service as prescribed in the Local Government and Housing Act 1989 and defined further by the Council's constitution.
- Act as strategic lead for the Council's response to the Covid-19 pandemic, working with the Local Resilience Forum to support Derbyshire's economic recovery and the Council's organisational recovery.
- In consultation with the Director of Finance and ICT, set and monitor the council's budget.
- Role model collaboration and partnership working, ensuring effective working relationships between senior leaders and Elected Members are promoted to provide clear focus on maintaining and developing high quality services.
- Ensure the Council meets the requirements of the Health and Safety at Work Act and that the health, safety and wellbeing of employees and service users is promoted as a key priority throughout all levels of the organisation.
- Champion, role model and ensure that in addition to the associated functional responsibilities, Executive Directors undertake the collective leadership responsibilities (as outlined below) to maintain high performance and deliver value for money services.

### **Collective leadership responsibilities:**

#### **Shaping the Future**

- Provide strategic, visionary leadership for the Council contributing to the delivery of the Council's strategic aims.
- Act as a proactive member of the Corporate Management Team, contribute to the strong and effective corporate management of the Council's services.
- Support the democratic process, providing advice to elected members on the appropriate response to local, national and European matters that have implications for the services.
- Seek to improve the overall reputation of the Council, representing the Council at

appropriate local, regional and national forums.

- Provide leadership and direction for the development and delivery of a sustainable medium-term financial strategy and plan.

### **Leading and Working Through Others**

- 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 the Council's strategic aims.
- 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.
- 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. Within the overall leadership of the Managing Director, work with members of the corporate management team to ensure the delivery of an integrated whole system approach to developing and supporting sustainable communities.
- Promote and role model a culture that supports the Council's Equality, Diversity and Inclusion strategy to generate a positive and inclusive environment.

### **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.
- 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.

## PERSON PROFILE

<b>Job Title:</b>	Managing Director (Head of Paid Service)	
<b>Grade:</b>	21	<b>JE Ref:</b> BM255
<b>Job Family:</b>	Leadership	

	<b>Essential Criteria</b>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Proven strategic leadership, managing, motivating, and developing employees to sustain high levels of service delivery.</li>   <li>• Demonstrable evidence of working substantially at an executive and strategic level within a large, complex public sector (or similar) and unionised environment.</li>   <li>• Extensive experience of multi-agency and partnership working in a comparable multi-functional organisation.</li>   <li>• Demonstrable success at an executive level in the initiation, development and management of effective change, complex budgets and major strategic policy initiatives.</li>   <li>• Extensive experience in developing and engaging others in organisational strategy and plans that translate a vision into reality.</li>   <li>• Proven experience of balancing strategic advice, governance and guidance in a political setting.</li>   <li>• Experience of leading and delivering transformational and cultural change, and politically sensitive programmes within a large complex organisation.</li>   <li>• Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's strategic aims and priorities.</li> </ul>

<p><b>Skills and knowledge</b></p>	<ul style="list-style-type: none"> <li>• Excellent interpersonal, communication, persuading and negotiation skills that will inspire the confidence and trust of elected members, employees, residents and other stakeholders.</li> <li>• Ability to create a unified, collaborative and partnership based corporate leadership approach for the whole organisation.</li> <li>• Ability to convey a clear vision and demonstrate an entrepreneurial mindset with outstanding organisational and leadership skills, providing inspirational leadership to the workforce, motivating, empowering and developing employees to create a positive culture of mutual trust.</li> <li>• Proven commercial acumen and ability to lead the strategic delivery of services to obtain best value for money in a complex public sector (or similar) environment.</li> <li>• Ability to maintain a strategic overview of the issues affecting the Council and provide accurate and timely advice to the Leader and Elected Members, keeping them informed of relevant issues, establishing and sustaining positive relationships.</li> <li>• Ability to establish, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.</li> <li>• Inspires commitment and results but able to lead, inspire and motivate people with respect and empathy, track and manage performance in a large organisation and hold employees to account for the delivery of objectives.</li> <li>• Provide creative solutions to complex problems together with high level analytical, presentational and communication skills.</li> <li>• Able to influence and negotiate at a strategic professional and political level, locally, regionally and nationally.</li> <li>• Extensive knowledge of the statutory framework governing local government.</li> <li>• Sound understanding of the challenges of organisational and cultural change and being a catalyst for change.</li> <li>• Substantial and demonstrable knowledge of commissioning strategies.</li> </ul>
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<p><b>Personal Effectiveness</b></p>	<ul style="list-style-type: none"> <li>• Personal and professional demeanour and credibility which commands the confidence of elected members, senior managers, employees, external partners and external stakeholders.</li> <li>• High standards of probity, performance and integrity.</li> <li>• Demonstrable commitment to achieving the Council's vision and key objectives and passion for improving services to and outcomes for communities.</li> <li>• Leads by example with an empowering, open and collaborative style, with a demonstrable commitment to continuous self-improvement.</li> <li>• Highly motivated with high levels of sensitivity, humility, judgement, energy, enthusiasm and flexibility.</li> <li>• Demonstrable commitment to improving equality, diversity and inclusion, openness and respect, promoting high standards of behaviour and professionalism for self and others.</li> </ul>
<p><b>Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Degree equivalent and/or relevant professional qualification and/or relevant experience.</li> <li>• Evidence of continuing management and personal development.</li> </ul>



## Appendix 4

	Local Councils	County Councils	Councils with Comparable Functions	Average with population between 600-900K	Chief Executive (or equivalent) Pay	Number of Residents
Buckinghamshire Council		x			£200,000	505283
Cambridgeshire County Council		x	x	x	£169,999	859830
Devon County Council		x	x	x	£160,346	810716
Dorset County Council		x			£168,300	378510
Durham County Council		x			£201,742	530100
East Sussex County Council		x	x		£192,153	555110
Essex County Council		x	x		£196,960	1477764
Hampshire County Council		x	x		£224,929	1882340
Herefordshire County Council		x			£150,873	192800
Hertfordshire County Council		x			£184,950	1195700
Kent County Council		x	x		£207,884	1589100
Lancashire County Council	x	x	x		£206,728	1171300
Leicestershire County Council	x	x	x	x	£200,000	698268
Lincolnshire County Council	x	x		x	£187,077	751200
Norfolk County Council		x			£158,047	914039
North Yorkshire County Council	x	x	x	x	£179,431	604900
Nottinghamshire County Council	x	x	x	x	£185,386	828200
North Northants Unitary	x				£170,000	354477
East Northamptonshire Unitary	x				£170,000	393145
Northumberland County Council		x			£190,000	316000
Oxfordshire County Council		x		x	£199,910	696900
Shropshire County Council		x			£140,278	323136
Somerset County Council		x	x		£166,851	562225
Staffordshire County Council	x	x	x	x	£180,000	870825
Suffolk County Council		x		x	£149,627	761246
Surrey County Council		x			£220,000	1185300
Warwickshire County Council		x			£168,545	563535
West Sussex County Council		x		x	£190,000	843765
Wiltshire County Council		x			£180,388	470981
Worcestershire County Council		x	x		£183,960	587929
Oldham Council	x				£185,169	233759
Kirklees Council	x				£166,984	439787
Sheffield City Council	x				£195,000	575400
Barnsley MBC	x				£179,812	246866
Doncaster Council	x				£168,755	311890
Rotherham MBC	x				£172,753	265411
Derby City	x				£169,810	258746
Nottingham City	x				£175,000	331297
<b>Average Pay by category</b>	<b>£180,744</b>	<b>£183,727</b>	<b>£188,817</b>	<b>£180,178</b>	<b>£181,517</b>	