

**REPORT OF THE STAFFING AND APPEALS COMMITTEE –
APPOINTMENT OF A SHARED CHIEF EXECUTIVE**

To: Full Council

Date: 13th October 2015

From: Chairman of the Staffing and Appeals Committee

Purpose: To seek approval for the Council to enter into a shared chief executive arrangement with Peterborough City Council for an initial period of one year, and to confirm the appointment of Gillian Beasley to this role.

Recommendation: It is recommended that Full Council, subject to Peterborough City Council's agreement on 14th October:

- i) Approve the proposal to enter into a shared chief executive by way of secondment arrangement with Peterborough City Council with regards to the post of Chief Executive and Head of Paid Service.
- ii) To formally appoint Gillian Beasley to the shared Chief Executive role for a period of a year with a review of the arrangements after six months, on terms to be agreed by the LGSS Director of People, Transformation and Transactions in consultation with the Council's Leader and Monitoring Officer.
- iii) To designate Gillian Beasley as the Head of Paid Service for Cambridgeshire County Council for the duration of the existence of the secondment arrangement.

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|--------------------------------|--|------------------------------|--|
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1. BACKGROUND

- 1.1 This report follows discussion between the Leaders and senior officers of Cambridgeshire County Council and Peterborough City Council to explore the possibility of a shared Chief Executive arrangement, following the resignation of Cambridgeshire's Chief Executive, Mark Lloyd.
- 1.2 The report is presented for the Council to consider under its constitutional responsibilities for the appointment of the Chief Executive.
- 1.3 In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001, matters relating to the Chief Executive are reserved to the Full Council.
- 1.4 The Staffing and Appeals Committee has met three times to consider the appointment of a new Chief Executive to replace Mark Lloyd who will be leaving the Council on 31st October 2015.
- 1.5 The appointment of a Chief Executive follows a slightly different approach when compared to other senior appointments. Given that the role carries the statutory responsibilities of Head of Paid Service, in accordance with the Local Government Act, the appointment requires the approval of the full County Council following a recommendation from Staffing and Appeals Committee.
- 1.6 On 7th August 2015, the Staffing and Appeals Committee first met to consider proposals regarding the appointment of a Chief Executive. Two options were considered which included recruiting to the role as it currently was, with no significant changes to the current structure or role, or exploring wider partnership working, such as a shared Chief Executive role with a neighbouring organisation.
- 1.7 The option to explore a shared Chief Executive role with a neighbouring organisation had been encouraged by Group Leaders and, as a result, the Leader of the Council and Chief Executive met with the Leader and Chief Executive of Peterborough City Council. At this meeting, Gillian Beasley, Chief Executive of Peterborough City Council, expressed an interest in pursuing the option of a sharing arrangement.
- 1.8 Peterborough City Council Group Leaders met on 10th August to consider the proposal and gave support for continued exploration of the feasibility of such an arrangement.
- 1.9 The Staffing and Appeals Committee met again on 27th August 2015 when it was proposed that the shared Chief Executive role would initially be put in place for a one year trial period with a review after six months to consider how the arrangement was working. The Committee agreed to approve the proposed process for appointment to the shared Chief Executive role for a period of a year, and to make this recommendation to Council.
- 1.10 An interview process took place on 12 September whereby Gillian Beasley met with each of the County Council's Political Groups and the Staffing and Appeals Committee. The Committee unanimously agreed to proceed with recommending her appointment to Council.
- 1.11 On 17th September the proposal was submitted to Peterborough's Employment Committee where the Committee agreed unanimously to recommend to Council to approve the shared Chief Executive arrangements. Peterborough's Employment Committee will present its recommendation to its full Council meeting on 14th October for

approval.

2. POLITICAL SOVEREIGNTY

- 2.1 At the heart of this arrangement is the maintenance and respect of political sovereignty for each Council ensuring that each Council can deliver its own political priorities, strategy and policies. The shared arrangement supports the sovereignty of each Council and at the same time enables the benefits of the arrangement to be realised across both Councils.

3. POTENTIAL BENEFITS

The following benefits could be realised with a joint arrangement:

- 3.1 Financially there would be a significant saving to the Council's budget for 12 months. The Council currently pays £254,160 for salary, on costs and pension for the Chief Executive. This joint arrangement will cost the Council half of the current salary, on costs and pension of £220,000, therefore £110,000. This would be a 12 month saving of £144,160.
- 3.2 Greater opportunities for joint commissioning of services – the Chief Executive will be involved in the policy and strategy formulation of both Councils and therefore will be able to identify any opportunities for joint commissioning of services at the earliest possible stage. Any proposals will be subject to appropriate approval within each Council.
- 3.3 Sharing Best Practice & Services – as a result of being the Chief Executive of both Councils there will be a greater overview of 'what works' in each council. This will facilitate the open and rapid sharing of best practice across both Councils. Having a shared Chief Executive could also benefit both Councils when exploring wider opportunities for economies of scale through shared services and strategic partnerships.
- 3.4 Economic Development and Regeneration – Cambridge and Peterborough are two of the five fastest growing cities in the UK. A shared Chief Executive will facilitate a stronger voice with central government for both Councils. The arrangement will further strengthen both Councils' relationship with the Greater Cambridge and Greater Peterborough Local Enterprise Partnership (LEP) thus helping greater coordination of infrastructure investment across Peterborough and Cambridgeshire. Parts of Cambridgeshire (such as Wisbech, Whittlesey and March) have strong economic links with the Peterborough economy. A shared Chief Executive arrangement will help further join up economic development across the footprint benefitting both Peterborough's and Cambridgeshire's residents and businesses.
- 3.5 Devolution – the arrangements would enable a better understanding of how both Councils' communities could benefit from the devolution of powers from Government. The arrangement would provide a single senior officer focal point for negotiating with Government – alongside politicians – tasked with ensuring that any devolution deal has merit for the whole area.
- 3.6 Transportation – both Councils have their own transport infrastructure plans. Whilst this is unlikely to change, the appointment of a shared Chief Executive does bring about a greater opportunity for both plans being even more closely aligned.
- 3.7 Public health – Peterborough City Council and the County Council currently share a Director of Public Health. This has already proved beneficial as, inevitably, the health of the population crosses over between Peterborough and Cambridgeshire and can therefore

be supported and improved on a much wider scale.

- 3.8 Customer Experience – The arrangement would also facilitate working between both Councils which could also enable consideration in relation to the customer front-door and digital services, delivering tangible benefits both financial and in terms of value for residents.
- 3.9 Any opportunities and benefits this joint arrangement may bring each Council will be subject to the usual Councillor involvement, political oversight and agreement.

4. PRACTICAL ARRANGEMENTS

- 4.1 To enable the shared Chief Executive role to work effectively the Staffing and Appeals Committee agreed the following working and support arrangements.
- 4.2 A monthly rota would be set up to establish a senior lead officer accountability, if and when the Chief Executive is unavailable. This would share the responsibility amongst the Senior Management Team, with each of the following officers taking accountability on a monthly rotating basis:
- Executive Director Children's Families and Adults Service
 - Executive Director Economy, Transport and Environment
 - Director of Customer Service and Transformation
 - Head of Finance/Section 151 Officer
- 4.3 The purpose would be to act as key contact for partners and Elected Members in the absence of the Chief Executive where critical or urgent decisions are required, and also to deputise for the full range of Chief Executive responsibilities during periods of unplanned absence or annual leave.
- 4.4 This arrangement will be trialled and if it becomes apparent that it is not sufficiently effective arrangements could be put in place to select a formal deputy by the Staffing and Appeals Committee selection process.
- 4.5 Whilst the agreement is based upon a 50/50 shared arrangement, Ms Beasley, as the Chief Executive designate, is confident that she will be able to provide the strategic leadership expected by both Councils and manage the associated workloads.

5. GOVERNANCE AND TIMESCALES

- 5.1 A formal secondment agreement has been drafted for both Councils and the Chief Executive to ensure that the interests of all parties are protected. This would mean that Peterborough City Council would remain the employer of the Chief Executive.
- 5.2 The shared arrangement can start on Monday 19th October 2015 with Gillian Beasley taking responsibilities of the Chief Executive and Head of Paid Service reporting to the Leader. The shared arrangement would be for 12 months with a review in six months. It would also include a minimum notice period of one month to terminate the arrangement.

This is the first proposed shared arrangement of this kind nationally and both parties need the security of a proper secondment agreement but at the same time the ability to review at an appropriate point whether the arrangement is effective.

- 5.3 The review of this arrangement will be undertaken in six months and done jointly between both Leaders, stakeholders and the Chief Executive. The expectation is that this review would consider the benefits of the working arrangements, any achievements made for both parties, progress against objectives and input from the Chief Executive with an update on how the more practical arrangements are working.

The outcome would include a report for both Councils to be presented to the respective Committees with responsibility for employment.

6. IMPLICATIONS

- 6.1 There will be undoubted challenges with this arrangement and an essential ingredient for this to work is members' agreement to enter positively into this temporary arrangement as well as a high degree of flexibility by the Chief Executive. It will require different ways of working by the Chief Executive and by both Councils.
- 6.2 Financial – As noted in the body of the report, the expectation is that a financial saving of £144,160 per annum will be realised from this arrangement.
- 6.3 Human Resources – if the arrangement is agreed a secondment agreement has been drawn up and framed in such a way which protects the interest of all parties.
- 6.4 Legal - Under section 113 of the Local Government Act 1972 a local authority is permitted to enter into an agreement with another local authority to place its officers at the disposal of the latter for the purposes of their functions. This is the section which governs these shared service proposals. Section 4 of the Local Government and Housing Act 1989 states that all local authorities must designate one of their officers as its Head of Paid Service. At Cambridgeshire County Council the Chief Executive is designated to that statutory role.

7. APPENDICES

- 7.1 **Appendix A** - Job Description of the role of Cambridgeshire County Council's Chief Executive

| Source Documents | Location |
|--|---|
| Agenda, reports and minutes of the Staffing and Appeals Committee – 7/08/15, 27/08/15 and 10/09/15 <i>Some of these documents contain exempt information as defined under paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government (Access to information Act) 1985 and are therefore not open to public inspection</i> | http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Committee.aspx?committeeID=78 |

JOB DESCRIPTION

Job Title: Chief Executive

Reports to: Cambridgeshire County Council, acting through the Leader

JOB PURPOSE

As the most senior officer of the County Council, to ensure that the strategic aims of the organisation are clear and reflect the Council's vision, values and priorities and are balanced against available resources.

To discharge fully the responsibilities of the Head of Paid Service in accordance with the provisions of the Local Government and Housing Act 1989 and Cambridgeshire County Council's Constitution.

To act as the County Council's principal advisor on matters of general policy and to provide impartial advice and guidance to all elected Members.

To lead and develop strategic partnerships, ensuring the development of shared commitment, and capacity to achieve improved outcomes for the community of Cambridgeshire.

To provide strong leadership and direction throughout the Council. Work with partner agencies to enable the development of sustainable communities and the management of the growth agenda within Cambridgeshire and beyond.

CORPORATE ACCOUNTABILITIES

Strategic Management

- Corporate and Service Strategies and Planning
- Leadership and Partnerships
- Communication and Customer Focus

Operational Management

- Financial and Performance Management
- Service Delivery and Quality Management
- Governance and Risk Management
- People Management
- Programme and Change Management

JOB SPECIFIC ACCOUNTABILITIES

1. Corporate and Service Strategies and Planning

Working with the leader of the County Council and elected members, lead the development of corporate and service strategies; the development of policies and plans; ensure that these are communicated effectively and implemented to meet stated objectives and core values.

Act as the principal policy advisor to the elected members of the County Council to enable them to make informed choices and decisions concerning the development of policies and

service outcomes, their resource implications, and the allocation and reprioritisation of resources.

Lead the Senior Management Team in the development and implementation of corporate policy, strategy and plans to deliver the Council's objectives. Ensure the creative and innovative management of all Council resources to enhance the Council's capacity and ability to achieve its objectives whilst identifying and addressing financial and other risks.

2. Leadership and Partnerships

Ensure that the citizens of Cambridgeshire receive well co-ordinated and effective services by leading and promoting partnership working throughout the organisation and across other agencies. This includes consultation and co-ordination of strategies and activities with key statutory, voluntary and private sector partners and influencing the work of a range of key external organisations.

Contribute to the leadership of the Council by communicating the vision, objectives and values; encouraging and enabling managers to motivate and inspire their teams; representing the Council at local, regional and national forums. Develop and maintain a culture of collaborative and consultative working between services, members and external partners to maximise efficiency and effectiveness.

For the benefit of residents and businesses, maximise any Devolution Deal struck with Central Government securing relevant freedoms and flexibilities. Support the implementation of any necessary governance changes and provide officer leadership across partners for the delivery of a Devolution Deal agreed for the County.

Develop and maintain effective networks with central government, European agencies and local MPs to ensure that the needs of Cambridgeshire citizens are known and that the county benefits from national and European policies, programmes and initiatives.

3. Communication and Customer Focus

Ensure that strategies, policies and systems are in place to inform and receive feedback (including complaints and suggestions) from service users, partners, stakeholders and employees; and to evaluate that feedback and to take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value of the authority.

Ensure that robust strategies, policies and systems are in place to communicate with and consult about the activities and priorities of the Council externally with the public and key partners, and to enhance the reputation of the County Council with the public, key partners and employees.

4. Financial and Performance Management

Define in collaboration with elected members the required outcomes for the Council, taking into account the needs of citizens and partners whilst ensuring the delivery of a balanced budget within the current challenging financial climate of budget reductions and increasing demand on services.

Promote partnership working across organisational boundaries to ensure that pan public sector funding is exploited to provide value for money strategic outcomes across Cambridgeshire.

Manage the performance of the organisation to deliver these outcomes and value for money. Champion performance management by ensuring that the organisation measures outcomes and sets itself ambitions and suitably challenging goals, and achieves them.

Ensure that officers across the organisation are proactively managing and making best use of the Council's assets at all times.

5. Service Delivery and Quality Management

Make certain that services commissioned or delivered by the Council achieve the best possible outcomes for the County's residents and businesses with the resources available. Test the performance, value for money and quality standards through benchmarking with other councils and relevant organisations.

Ensure that services are of the quality the Council (and the various inspectorates) expects and address any deficiencies quickly.

Drive where appropriate the integration of the Council's ways of working with other relevant bodies and ensure that any collaborations or shared service arrangements are efficient and effective.

Ensure that the County Council discharges its corporate responsibilities in relation to the well-being and safeguarding of children and vulnerable adults, both sensitively and effectively.

6. Governance and Risk Management

Ensure the effective governance of the County Council and the legality, probity, integrity, proper public accountability and scrutiny of its decision making processes.

Lead the overall management of risk within the County Council, ensuring that the lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.

Support the County Council's response to a Major Incident, in conjunction with statutory partner organisations, and ensure the work of the County Emergency Management Team is sufficiently robust, resourced and managed.

7. People Management

Lead, inspire, motivate and develop the Corporate Leadership Team to ensure that the Council can attract, motivate, reward, retain and develop a high calibre workforce.

Maximise the capacity of the Senior Management Team to manage people, performance, programmes and change. Sustain and enhance the outward facing community and customer focus of the workforce.

Ensure CLT and SMT succession strategies are in place and shared as appropriate.

8. Programme and Change Management

Lead and ensure appropriate engagement with relevant programmes across the Council and with partner organisations, to foster the effective management of change and improvement services.