

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

To: **Full Council**

Date: **28th June 2016**

From: **LGSS Director of People, Transformation & Transactions**

Purpose: **The purpose of this report is to review the temporary secondment arrangement currently in place, and to seek approval to make the arrangement permanent.**

Recommendation: **It is recommended that Full Council subject to Peterborough City Council's agreement on 27th June:**

- i) Consider the review undertaken by the Leader and note that progress is being made and the arrangement has to date been a successful one.**
- ii) Formally appoint Gillian Beasley to the shared Chief Executive and Head of Paid Service role on a permanent basis and endorse the proposal to support this decision with a Deputy Chief Executive post.**

| <i>Officer contact:</i> | | <i>Member contact</i> | |
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| Name: | Christine Reed | Name: | Cllr J Schumann |
| Post: | LGSS Director of People, Transformation & Transactions | Portfolio: | Chairman of Staffing and Appeals Committee |
| Email: | CReed@northamptonshire.gov.uk | Email: | joshua.schumann@hotmail.co.uk |
| Tel: | 01604 367291 | Tel: | 01223 699173 |

1.0 BACKGROUND

- 1.1 The Staffing and Appeals Committee met on 27th August 2015 to consider options around the appointment of a replacement for the outgoing Chief Executive, and any interim/deputy arrangements required.
- 1.2 Following discussion of all of the options, the Committee approved the recommendation to appoint Gillian Beasley to the post of Shared Chief Executive initially for a one year period. This recommendation was subject to the approval of Full Council, which was granted on 13th October 2015.
- 1.3 The arrangement was agreed on the basis that Peterborough City Council (PCC) would second Mrs Beasley to Cambridgeshire County Council (CCC) for half of her working time, thereby sharing the cost of her employment.
- 1.4 Members are reminded that the process for the appointment of a Chief Executive follows a 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.

2.0 POLITICAL SOVEREIGNTY

- 2.1 At the heart of this current and any future 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.

3.0 SIX MONTH REVIEW OF SECONDMENT

- 3.1 The secondment commenced on 15th October 2015. As part of the agreement that was put in place, there was a commitment to reviewing how effectively the arrangement is working for both Councils after a period of six months.
- 3.2 The Committee report of 27th August 2015 stated that the review of this arrangement would be undertaken in six months and done jointly between both Council Leaders. The expectation was that this review would consider the benefits of the working arrangements, any achievements made for both parties, progress against objectives and would seek input from the Chief Executive regarding how the more practical arrangements are working.
- 3.3 The review was carried out by the Leaders of both Councils in early April, with due consultation taking place with Group Leaders, and focussed on the strategic objectives that were set at the beginning of the secondment.
- 3.4 The anticipated benefits of the shared arrangement set out in the earlier Committee report were:
 - A shared arrangement could have the advantage of facilitating wider public service reform and help evidence strong officer leadership for emerging devolution proposals within the region.

- Having a shared Chief Executive could also benefit both Councils when exploring wider opportunities for economies of scale through shared services and strategic partnerships.
- There will be efficiencies to be gained through sharing the cost of a joint Chief Executive and the covering of regional and national forums on behalf of both Councils.
- Opportunities for continuing collaboration between our organisations in relation to Adult Social Care, Adult Mental Health and the commissioning of Children's services jointly with health.
- Closer working between the organisations could also enable consideration in relation to the customer front-door and digital services, delivering tangible benefits both financial and in terms of customer experience.

3.5 These benefits have been largely realised by:

- Opportunities created to explore sharing resources and expertise across both organisations, which have been facilitated by the Chief Executive within both senior teams.
- Ongoing exploration of senior shared roles within Economy, Transport and Environment to create efficiencies.
- A joint management arrangement has been introduced for Trading Standards with a view to transferring the CCC staff to PCC to develop a joint team later this year.
- Plans to share leadership and management training and graduate schemes are currently being developed providing financial benefits to both parties.
- Saving of half of the Chief Executive salary and associated costs.

3.6 In addition, specific benefits to Cambridgeshire County Council that were identified by the Leader in carrying out the six month review were:

- Gillian Beasley has been at the heart of discussions across the region and with government ministers concerning the devolution agenda. Her contribution to this has been critical in supporting the Leader in the discussion and negotiations, and her accountability across both Cambridgeshire and Peterborough has been beneficial in terms of jointly representing both parties' views in the debate.
- In the first six months significant progress has been made in terms of the transformation agenda. The Chief Executive has been focussed on defining outcomes for Cambridgeshire and setting out a clear pathway for how those outcomes will be achieved. A balanced budget for 2016/17 has been set.
- The Chief Executive has demonstrated clear and motivational leadership across the organisation from the beginning of her tenure, setting a clear direction of travel to work towards, and a willingness to tackle both long standing and emerging issues across the organisation.
- Feedback from Members has been very positive about the way the Chief Executive has worked with and supported them. She has developed effective working

relationships and gained the confidence of Members in a short period of time.

4.0 NEXT STEPS

- 4.1 Staffing and Appeals Committee met on 20th April 2016 to consider options for next steps in October when the current secondment arrangement ends. The options considered were:
- (i) To recommend to Full Council that Gillian Beasley be confirmed in post as joint Chief Executive for Cambridgeshire County Council and Peterborough City Council.
 - (ii) Advertise for a shared Chief Executive.
 - (iii) Advertise for a Chief Executive for Cambridgeshire alone.
- 4.2 Staffing and Appeals Committee considered all of the options presented and voted unanimously in favour of recommending option 1, to confirm Gillian Beasley in post, based on the evidence of the success of the arrangement and both the already realised and potential benefits it presents.
- 4.3 Gillian Beasley had previously advised that should Members wish to make permanent the current arrangement she would be willing to continue with the existing secondment and would not be seeking an increase in salary.
- 4.4 The existing arrangement between PCC and CCC would continue on an open ended basis, with Mrs Beasley employed by PCC and seconded to CCC for half of her time.
- 4.5 Should Mrs Beasley decide to leave the post, both parties would review the position before deciding whether to recruit a replacement on the same basis, or to fill their respective posts in an alternative manner, and this matter would be referred back to Full Council for consideration.

5.0 DEPUTY CHIEF EXECUTIVE ROLE

- 5.1 At the Staffing and Appeals Committee held in August 2015, Members were also asked to consider whether a Deputy Chief Executive post should be put in place to support the proposed Shared Chief Executive arrangement. Gillian Beasley indicated that should she be confirmed in post her preference would be to trial operating without a formal deputy role, and to put in place a monthly rota for members of the Strategic Management Team to act as Senior Lead and provide cover in her absence.
- 5.2 The Chief Executive now advises that experience over the last six months has shown that if the shared arrangement is put in place on a permanent basis, it would be beneficial to appoint a deputy on a more formal basis.
- 5.3 As previously proposed, the Deputy Chief Executive accountabilities would sit alongside the operational duties of one of the Strategic Management Team. On day to day matters the Executive/Corporate Directors would continue to be the accountable person for their Directorate in the absence of the Chief Executive. However, where an escalation point is required or an urgent/organisational wide decision is required the Deputy Chief Executive would act.
- 5.4 Staffing and Appeals Committee recommend that if Council agrees then a Deputy role would reinforce and make this a more viable approach.

6.0 GOVERNANCE

- 6.1 A formal secondment agreement has been in place to ensure that the interests of all parties are protected. Peterborough City Council remains the employer of the Chief Executive.
- 6.2 Financial – As noted in the body of the report, a financial saving of £144,160 per annum will be realised from this arrangement. No increase in salary is expected on the decision to make this arrangement permanent.
- 6.3 Human Resources – the existing secondment agreement will continue on an open ended basis. This 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.

| Source Documents | Location |
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| <p>Agenda, reports and minutes of the Staffing and Appeals Committee – 7/08/15, 27/08/15, 10/09/15 and 20/04/16</p> <p><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></p> | <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Committee.aspx?committeeID=78</p> |