

Allerdale Borough Council

Chief Officer Employment Panel

21 December 2020

Appointment to Chief Officer Roles

Portfolio holder	Councillor Marion Fitzgerald, Executive Member for Policy, Governance and People resources
Report from	Andrew Seekings, Head of Paid Service
Wards affected	N/A
Is this a key decision	N/A

1.0 The reason for the decision

- 1.1 Following the agreement of the Council's Pay Policy at the meeting of Council on 9 December 2020, and as part of the report, the Chief Executive also set out the functional responsibilities for each of the new Chief Officer roles. This Panel is responsible for dealing with HR matters relating to Chief Officers (CO) including their appointment, and this decision is required to make appointments to those CO roles.
- 1.2 The decision of the Panel allows the appointed COs to take up their new roles (mainly based on existing or acting up arrangements) from 1st January 2020. This also allows the COs to make the transitional management arrangements required in some services and ensures there is clarity of responsibility following the removal of the Corporate Director post.

2.0 Recommendations

2.1. That the following appointments are made:

- Sharon Sewell – Chief Officer (Place and Governance) CO Tier 1
- Catherine Nicholson – Chief Officer (Assets) CO Tier 1
- Brendan Carlin – Assistant Chief Executive (Innovation and Commercial) CO Tier 2
- Nik Hardy – Assistant Chief Executive (Policy, Performance and Economic Strategy) CO Tier 2
- Kevin Kerrigan – Programme Director (Workington) CO Tier 3
- Graeme Wilson – Programme Director (Maryport) CO Tier 3

- Paul Wood – Programme Director (Transformation) CO Tier 3

2.2 To note that in accordance with section 5 of the Local Government Act 1989, Council has designated the Chief Officer (Place and Governance) as Monitoring Officer.

2.3 To note that in accordance with section 151 of the Local Government Act 1972, Council has designated the Chief Officer (Assets) as Chief Finance Officer.

3.0 Background and Introduction

3.1.1 A new Chief Executive was appointed in July 2020. The Chief Executive has reviewed how the Council operates and will deliver the objectives within the Council Plan; a new Target Operating Model (TOM) has also been adopted.

3.1.2 Alongside this, the COVID-19 pandemic forced the Council to focus resources at the response and enabling the delivery of business as usual activity. However it now also needs to focus resources on recovery e.g. the Workington Stronger Towns Fund and Maryport High Streets Fund. In order to deliver these ambitious plans and the Council's core functions through a new Target Operating Model, the structure of the Senior Team needs to be reviewed and accountabilities aligned accordingly.

3.2 A salary tier system has been introduced in line with accountabilities for each senior role allowing for the senior team to be paid fairly for the deliverables that are expected from them.

3.3 A market evaluation of senior salaries has taken place in conjunction with guidance from North West Employers and other neighbouring authorities. The last time any pay review at this level was undertaken was in 2012.

3.4 As the personnel within the senior team have been performing within their new posts for the last year, a significant majority of their accountabilities will remain the same. Therefore in line with the Council's Change Management Policy, all duties within each role are a 70% or more match and so all the post-holders will be assimilated into the new role, with the exception of the Programme Director (Transformation). Paul Wood, who will be appointed to this role, has agreed this approach by removing his current role from the structure. The Chief Executive has agreed with HR that this assimilation is fair based on skills, experience and future role and is not prejudicing other officers.

3.5 The pay review of the senior team and introduction of a Tier based pay system, reflects the level of accountability the individuals have had over the last year and, as we go forward, is based on future accountabilities in order to assist with the effective delivery of the Council Plan.

3.6 The revised pay policy (appendix 1) sets out the remuneration for each role and Tier as follows:

Chief Officers (including payment for statutory duties)	COT1	£66,000, £68,000, £70,000.00
Assistant Chief Executives	COT2	£56,000, £58,000, £60,000.00
Programme Directors	COT3	£52,000, £54,000, £56,000.00

3.7 The intention is that each Chief Officer will be appointed to the salary point closest to their current remuneration including, where appropriate, any additions they are currently being paid in any acting-up role.

3.8 Each Chief Officer will be given a variation of contract that includes the need to successfully deliver their SMART objectives to progress through the pay scale in their respective tier.

4.0 Roles and Responsibilities

4.1 The new roles will each be given a Generic Chief Officer Job profile that sets out the strengths, characteristics, values, behaviours and generic duties expected to perform the role to a high standard (draft is attached at appendix 2). Each Chief Officer will also be given a separate Job Role which sets out the specific duties of the role. In summary (not exhaustive) these are:

Chief Officer (Place and Governance) – Sharon Sewell

- To lead Electoral Services and Democratic Services, working with Lead Specialists to ensure statutory functions are delivered effectively.
- To act as the Council's Monitoring Officer
- To be the Council's Chief Legal Advisor.
- To lead the Council on development control and development planning to ensure the Council delivers the expectations of our residents and businesses.
- To lead on housing operations, environmental health and licensing to both support residents and enable business to grow; and enforce statutory requirements as necessary.
- To lead the activity of community safety including the partnership working of the local focus hub to deliver better outcomes for residents.
- To act as the principal adviser to the Council's Audit and Standards Committee and Sub Committees and to undertake, with others, investigations in accordance with the Council's Whistleblowing procedures.

Chief Officer (Assets) – Catherine Nicholson

- To take the lead role in co-producing the medium term financial plan with Executive, Council and SMT; ensure there is strong financial management and safe systems in operation across the Council.
- To deliver and co-ordinate the effective management of the Council's physical assets ensuring a commercial approach is delivered.
- To provide specialist finance advice to the contract management and partnership arrangements for AWS, AIP, Tivoli, GLL, Housing Company and any other key functional areas as required.
- To put communities at the centre of organisation planning in key services such as bereavement, sports and leisure.
- To manage the annual closure of accounts, as responsible Financial Officer, to ensure that the statutory deadlines are met and the Council's high standards in these areas are maintained.
- To act as the Council's Chief Finance Officer (Section 151 Officer).
- To maintain strong financial management underpinned by effective financial controls, secure systems, keeping proper financial records through adopting a mature, business partnering approach to financial management.

Assistant Chief Executive (Innovation and Commercial) – Brendan Carlin

- To act as programme sponsor for to delivery of the Target Operating Model and programme office to ensure key internal and external programmes are delivered on time and within budget
- To drive forward the Council's commercial activity, increasing income from commercial assets and activity and from fees and charges.
- To lead on contract management including AWS, GLL, Tivoli, (not exhaustive) and work with service specialists to ensure the contracts deliver the agreed outcomes.
- Lead the programme office to ensure project managers deliver programmes of work within specified timescales.
- To take the lead on Information Technology and work closely with key stakeholders to deliver transformational IT services.
- To ensure strategic commissioning and procurement is carried out efficiently and effectively, ensuring local spend is maximised.
- To manage and implement the capital programmes and ensure the right resources are available for key regeneration programmes.

- To act as key operational lead for the Allerdale Investment Partnership.

Assistant Chief Executive (Policy, Performance and Economic Strategy) – Nik Hardy

- To lead on the production and delivery of the Council Strategy and Delivery Plan to ensure that the Council is delivering the right outcomes for customers
- To deliver an effective policy framework and ensure key Strategies, Plans and Policies are reviewed and refreshed within the timeline agreed.
- To act in a manner that ensures residents, members and businesses are at the centre of policy planning.
- To take a lead role in the delivery of the People Plan aspect of the Target Operating Model ensuring resources within the Council are aligned to key activity and supporting the values and behaviours of the Council.
- Work with the Lead Specialist in Policy and Performance to ensure the Council has relevant key performance indicators in place and these are being met, using those indicators to work with other colleagues to improve performance where necessary.
- To develop, review and deliver the key outcomes of the Economic Strategy, ensuring other key activity delivers improved prosperity for Allerdale.
- To be the lead Council Officer on Climate Change and implement the Climate Change delivery plan.
- To ensure all the statutory requirements of the service are delivered e.g. AONB Management Plan

Programme Director (Maryport) – Graeme Wilson

- To be lead Officer for the delivery of the Council's continued ambitions to regenerate Maryport.
- To co-ordinate the resources across Council services, HAZ and TSF to deliver the outcomes as agreed with funding bodies and local stakeholders.
- To lead on local governance and board arrangements to ensure the local community, businesses and other stakeholders are central to local decision-making.
- To work directly with the accountable body team to ensure funding is spent appropriate and effectively
- To work with the programme office to ensure the programme has the right level of resources required for success

- To work with potential commercial and private investors to bring further investment into Maryport
- To be designated as Chief Executive of the Allerdale Housing Company and ensure the delivery of affordable, aspirational and quality homes across Allerdale.

Programme Director (Workington) – Kevin Kerrigan

- To be lead Officer for the delivery of the Council's continued ambitions to regenerate Workington.
- To co-ordinate the resources across Council services, Stronger Towns Fund and other funds to deliver the outcomes as agreed with funding bodies and local stakeholders.
- To lead on local governance and board arrangements to ensure the local community, businesses and other stakeholders are central to local decision-making.
- To work directly with the accountable body team to ensure funding is spent appropriate and effectively
- To work with the programme office to ensure the programme has the right level of resources required for success
- To work with potential commercial and private investors to bring further investment into Workington
- To act as lead Officer for Destination Management across the Council including tourism, markets, festivals and events.

Programme Director (Transformation) – Paul Wood

- To act as a deputy for the Chief Executive when required.
- To take the lead role in delivery of the Council's vision for integrating customer services and business administration with an aim to transform the council through new, agile ways of working.
- To work across all areas of the organisation maintaining excellent relationships and cross departmental working including joint management of business administration functions in Assets and Place and Governance.
- To be responsible for delivering a highly effective customer service department by ensuring a first class customer experience and transforming customer area offices into community and business hubs.

- To provide programme assurance on behalf of the Council on the delivery of the Target Operating Model.

- 4.3 The salary tiers have been reviewed on the future accountabilities of the posts based mainly on the temporary arrangements that have been in place for the last year. The CO Tier 1 roles have the widest responsibilities and breadth of control, consolidating temporary arrangements (such as planning and environmental health) and include the statutory roles of Monitoring Officer and Chief Finance Officer (Section 151 Officer). The roles will play a lead role in supporting the Executive, elected members and the Chief Executive in setting and implementing the strategic direction of the Council.
- 4.4 The Assistant Chief Executive roles also have a wide breadth of control, however, less so than the CO Tier 1 roles. These roles will also support the Executive, elected members and Chief Executive in setting and implementing the strategic direction of the organisation and are set at Tier 2. The roles include the consolidation of previous temporary arrangements (e.g. HR) and will take on some functions previously delivered by the Corporate Director (e.g. AONB). The roles will also incorporate some responsibilities resulting in the removal of the Head of Customer Service and Innovation post (e.g. ICT). In addition, the role/s will support areas of the business that require strengthening (e.g. Commissioning, contract management and commercial activity), in particular, following recommendations from the 2019 peer review and Overview and Scrutiny Committee.
- 4.5 The Programme Director roles have a narrower breadth of control, however they will perform significantly important duties that assist the recovery post-COVID (e.g. Maryport Regeneration). In two of the regeneration roles, this is making permanent and formal the previously agreed change in role. The Programme Director (Transformation) plays a critical role in modernising the Council, in particular improving the efficiency and productivity within customer services and business support, to reduce hand-offs in the business and delivering further savings, whilst improved customer satisfaction.

5.0 Delivery arrangements

- 5.1 Following appointment, each Chief Officer will produce a transition plan to ensure the smooth hand-over of service areas.

6.0 Implications and Impact

6.1 Contribution to Council Strategy Priorities, Outputs and Outcomes

- 6.1.1 The new senior team structure will help deliver the Council Plan by ensuring we have the right people, in the right roles at the right time. It provides the certainty of current temporary arrangements, builds on individual and collective strengths and

allows the capacity to focus on key business as usual activity, regeneration programmes and delivering the new the Target Operating Model.

6.2 Finance/Resource implications

- 6.2.1 A cost saving of £201,316 is achieved by removing the Corporate Director post and the Programme Directors (for Workington and Maryport) being funded directly through their programmes of work and projects.
- 6.2.2 As part of the capital project cost, the Council is able to draw down funds to support the development, delivery and execution of projects. The Council can choose to employ external staff/consultants to deliver these tasks, in some cases it may need to do that based on the skills required, however, it will utilise existing resources wherever possible.

Breakdown as follows:-

Salary costs for Senior Team (at present) inclusive of Corporate Director post	£621,268
Salary costs for Senior Team (proposed)	£419,952

6.3 Legal and governance implications

- 6.3.1 The Pay Policy Statement is to be updated to reflect changes to senior officer salaries. Council agreed the amended Pay Policy at its meeting on 9 December 2020.

6.4 Risk analysis

A scored and mitigated risk log

Risk	Consequence	Controls required	Mitigated score
The new postholders do not deliver to the quality necessary to modernise the Council and deliver excellent services	Does not lead to delivering improved services and Council plan outcomes	Appraise and performance management framework	1x4
The cost of the Programme management is not eligible through the programmes of work	This increases the cost of SMT and saving cannot be achieved	Considered guidance from schemes and project costs are available	1x4

6.5 Increasing satisfaction and service

6.5.1 The new senior team structure will help deliver the Council Plan by ensuring we have the right people, with the right strengths and skills to deliver the roles required.

6.6 Equality impacts

6.6.1 Has been considered and no impact assessment is required.

6.7 Health and Safety impacts

6.7.1 None applicable.

6.8 Health, wellbeing and community safety impacts

6.8.1 None applicable.

6.9 Environmental/sustainability impacts

6.9.1 None applicable

6.10 Other significant implications

6.10.1 None applicable.

Appendices attached to this report

Appendix number	Title of appendix
1	Pay Policy
2	Draft Generic Job Profile

Background documents available

Name of background document	Where it is available
Functional responsibilities	attached

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