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To: The Chair and Members
of the Appointments,
Remuneration and Chief
Officer Conduct
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

Date: 19 April 2023

Contact: Karen Strahan 01392 382264

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**APPOINTMENTS, REMUNERATION AND CHIEF OFFICER CONDUCT
COMMITTEE**

Thursday, 27th April, 2023

A meeting of the Appointments, Remuneration and Chief Officer Conduct Committee is to be held on the above date at 8.30 am in the Committee Suite - County Hall to consider the following matters.

Donna Manson
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

1 Apologies for Absence

2 Minutes

Minutes of the meeting held on 12 April 2023.

3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as a matter of urgency.

**PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND
PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE
DISCLOSED**

4 Exclusion of the Press and Public

Recommendation: that the press and public be excluded from the meeting for the following items of business under Section 100(A)(4) of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 and 2 of Schedule 12A of the Act namely relating to any individual and information likely to reveal the identity of an individual and in accordance with Section 36 of the Freedom of Information Act 2000, by virtue of the fact that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Electoral Divisions(s): All Divisions

5 Director of Transformation and Business Services (Pages 1 - 8)

To interview shortlisted candidate(s) and, if possible, make a recommendation upon an appropriate appointment to the next meeting of the County Council.

Papers attached include:

- Job Description
- Report on Candidates and Process to date

Electoral Divisions(s): All Divisions

6 Director of People and Culture (Pages 9 - 18)

To interview candidate(s) and, if possible, make a recommendation upon an appropriate appointment to the next meeting of the County Council.

Papers attached include:

- Job Description
- Appointments, Remuneration & Chief Officer Conduct Committee Report (12/04/23), which agreed the creation of a new Director of People & Culture role, to enable a renewed focus on workforce and the delivery of the new People Strategy and the process for that appointment. The minutes can be viewed here - <https://democracy.devon.gov.uk/mgAi.aspx?ID=34268>.

Candidate CV's and supporting statements will be provided to the Committee prior to the meeting.

Electoral Divisions(s): All Divisions

Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.

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Induction Loop available



By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

HAY JOB DESCRIPTION

POSITION TITLE	Director of Transformation & Business Services		
LOCATION			
REPORTING TO	Chief Executive		
SERVICE/SECTION/SCHOOL			
DATE OF EVALUATION	22/2/22	EVALUATED GRADE	L3
EFFECTIVE DATE OF JD	TBC	JOB NUMBER	H.0413

JOB PURPOSE

As Director of Transformation & Business Services you will:

-) Provide strategic leadership and direction to the functions and services associated with Transformation & Business Services.
-) Inspire and nurture our workforce, hear the voices of our citizens and communities, embrace diversity, and be committed to creating and maintaining a workplace and county that is inclusive and safe.
-) Work with your Strategic Leadership Team colleagues to lead and continuously shape the strategic vision and priorities for the organisation to achieve sustained and measurable outcomes for people and communities.
-) Hold strategic responsibility and accountability for one of the Strategic Plan priorities contributing to collective organisational ownership and commitment.

For consultation document purposes

This service area will combine Digital Transformation, ScoMIS, Business Support Services, Property, Organisational Change and Policy. The rationale for this grouping is to support the achievement of the Council's Strategic Plan commitment to be an effective, efficient and adaptable council that serves local people well. This grouping will bring together the digital and physical assets of the Council with organisational design and development to promote more rapid adoption of transformation and innovation in line with the strategic and policy direction of the council.

CONTEXT

We want Devon to be the best place to grow up, live well and prosper. We want to listen, learn, and improve, be curious and inclusive.

We are ambitious for Devon and committed to transforming the way we lead and work to improve outcomes for the people of Devon.

As a leader in our organisation, you will demonstrate the organisation's core principles and behaviours in everything you do and promote a positive culture of personal responsibility

and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.

As a member of the Strategic Leadership Team, you will take collective ownership of the Council's vision, direction and priorities.

You will lead and collaborate well, make good decisions and use resources effectively to ensure the organisation thrives and is financially resilient.

You will be curious and committed to understanding the opportunities of new and emerging digital technologies, automation, and artificial intelligence in supporting the council to continually evolve, adapt and transform so that we can deliver the most effective services for the people of Devon.

As one of six high-level strategic reports to the Chief Executive, you will make a key contribution to the strategic leadership of the County Council and advise key Cabinet Members on policy and strategy.

RESOURCES

Finance	Business Support	£22.235 M
	IT/Digital	£19.548 M
	Organisational Change & Policy	£ 0.532 M
	Capital Budgets	£11.173 M
	TOTAL	£53.488 Million
Staff	Business Support	339
	IT/Digital	208
	Organisational Change & Policy	12
	TOTAL	559
Other	<i>Any other statistics directly relevant relating to the job. Explain how and why these statistics impact on the job.</i>	

KEY ACCOUNTABILITIES:

		%
1	Provide strategic leadership and direction to develop a coherent and integrated approach to Transformation & Business Services.	15%
2	Work collaboratively with Strategic Leadership Team colleagues to provide collective organisation wide leadership and direction to deliver against the strategic vision and priorities; and hold individual responsibility and accountability for one of the strategic plan priorities.	15%
3	Build relationships based on mutual respect, trust and understanding and provide strong system leadership with partner organisations to meet the needs of Devon's communities and improve services in the County.	10%
4	Create an inclusive, compassionate, welcoming, and high performing culture that values, respects and invites different perspectives and focusses on outcomes for people.	10%
5	Create an environment where learning and innovation thrives; actively seek out and test new ideas and technologies; embedding continuous learning and improvement.	10%

6	Understand the needs of Devon's citizens and communities to design and shape effective and responsive services, and commission outcomes for the people of Devon.	10%
7	Hold shared responsibility and accountability with Strategic Leadership Team colleagues to create and champion public and social value for better outcomes and lower cost, seeking creative funding and investment opportunities to ensure financial accountability and resilience. Hold individual responsibility and accountability for service based budgeting and medium to long term financial planning.	10%
8	Contribute to the safe working of the authority through clear, robust and effective decision making. Understand and meet all relevant legislation, regulatory and governance requirements.	8%
9	Develop strong working relationships with Elected Members and provide advice and guidance on areas of policy and strategy, ensuring that Elected Members are appraised about issues, risks and opportunities to enable informed decision making in line with the strategic vision and priorities.	10%
10	Deputise for the Chief Executive as required.	2%

It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder is expected to:

-) Understand and lead to achieve the Council's vision, direction and priorities
-) Lead by example in line with the organisation's core principles and behaviours
-) Embrace the positive benefits of a diverse workforce and be committed to creating and maintaining an environment that is inclusive and safe
-) Promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.

The above duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

KNOWLEDGE AND EXPERIENCE

Identify education, qualifications, training and experience necessary to enable the job to be carried out fully and effectively. Note this information should relate to the qualifications etc, required for the job and not be specific to an individual. Be careful not to include any requirement which may be regarded as discriminatory, e.g. X number of years' experience

Core knowledge and experience

Extensive experience at a senior level with the ability to lead, integrate and deliver multiple and complex services and functions.

Highly developed strategic leadership experience and skills, relating to others in a way that brings out the best in people, teams/groups and organisations.

Strong and evidenced commitment to professional and personal development and learning.

Experience of taking tough stands, bringing up "undiscussables" and openly dealing with difficult relationships and issues in productive ways.

The ability to think and act strategically and systemically, and to demonstrate and apply innovative solutions and ideas to improve working practices and service delivery.

Experience and ability to drive through efficiency savings and behaviour change and respond positively to changing circumstances.

Ability to lead and manage change in complex environments.

Experience in exploiting new opportunities and developing a positive performance management and improvement culture and extensive leadership and management skills including direct line appraisal meetings and Designated Officer responsibilities.

A strong collaborator who can develop productive relationships with politicians and senior stakeholders with a successful track record of working in partnership.

An in-depth knowledge and understanding of the current public sector reform and change agenda.

Excellent understanding of, and commitment to the role, vision and priorities of the County Council.

Curiosity and commitment to understanding the opportunities of new and emerging digital technologies, automation and artificial intelligence in the design and delivery of public services.

Ability to absorb complexity and convey simplicity.

Experience and knowledge of financial planning, management and accountability (Local Government).

Role Specific Knowledge and Experience

This post requires education to degree level or equivalent, membership of an appropriate professional body, a sustained track record and substantial experience at a senior level.

CORE PRINCIPLES AND BEHAVIOURS

Devon County Council's Core Principles and Behaviours Framework can be found here: [Core Behaviours Framework \(Core Principles and Behaviours Overview\) - tasks and guides \(devon.gov.uk\)](https://www.devon.gov.uk/core-principles-and-behaviours-framework)

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Line Manager (Name and Job Title)

DATE

ORGANISATIONAL STRUCTURE



HAY JOB DESCRIPTION TEMPLATE

POSITION TITLE	Director of People & Culture		
LOCATION	County Hall		
REPORTING TO	Chief Exec.		
EVALUATED GRADE	L3	DATE OF EVALUATION	5/4/23
DIRECTORATE/SECTION/SCHOOL	Human Resources		
EFFECTIVE DATE OF JD	TBC	JOB NUMBER	TBC

JOB PURPOSE: Describe in one or two sentences the basic reason why the job exists

- Lead on a fundamental programme of culture change to ensure that our staff understand and are accountable for their own actions in delivering services to Devon's citizens. This will entail a searching analysis of the current cultural "health" of the organisation to understand how we make embedded changes that are sustainable into the future.
- Provide strategic leadership and direction to the functions and services associated with Human Resources services, including leading on the development & delivery of the organisation-wide People Strategy.
- Inspire and nurture our workforce, hear the voices of our citizens and communities, embrace diversity, and be committed to creating and maintaining a workplace and county that is inclusive and safe.
- Work with Strategic Leadership Team colleagues to lead and continuously shape the strategic vision and priorities for the organisation to achieve sustained and measurable outcomes for people and communities.
- Hold strategic responsibility and accountability for one of the Strategic Plan priorities contributing to collective organisational ownership and commitment.
- Hold strategic responsibility and accountability for the Council's Equality, Diversity and Inclusion Strategy.
- Hold strategic responsibility and accountability for Health and Safety in DCC and act as the authority's formal point of contact with the Health and Safety Executive, Trade Unions and other bodies which may be involved with the application and enforcement of Health and Safety within the workplace.
- Deliver a comprehensive, integrated and legally compliant HR Service that supports the organisation through the delivery of day-to-day business-as-usual activities. Including advice and support on HR and workforce development issues and workforce changes, including advice on restructuring and TUPE.

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- Guide and support the Council's managers and key stakeholders in achieving their service goals and develop workforce policies that reflect the needs and aspirations of the organisation.
- Act on behalf of the Council on corporate employee relations issues and ensure the delivery of effective consultations with recognised trade unions.
- Ensure an efficient and legally-compliant payroll and administration service is delivered.
- Hold overall responsibility for strategies that enable the Authority to recruit, develop and retain a skilled and committed workforce that are in the right place at the right time to meet the needs of Devon's communities.
- Ensure the development and implementation of effective employee and leadership development strategies and programmes.

CONTEXT: *Please explain how the job fits into the organisation and how it relates to other functions, both internal and external, for example national initiatives.*

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As a member of the Strategic Leadership Team, you will take collective ownership of the Council's vision, direction and priorities.

You will lead and collaborate well, make good decisions and use resources effectively to ensure the organisation thrives and is financially resilient.

You will be curious and committed to understanding the opportunities of new and emerging digital technologies, automation, and artificial intelligence in supporting the council to continually evolve, adapt and transform so that we can deliver the most effective services for the people of Devon.

As one of seven high-level strategic reports to the Chief Executive, you will make a key contribution to the strategic leadership of the County Council and advise key Cabinet Members on policy and strategy.

RESOURCES

Finance	<i>Annual budgetary amounts for which the job is either directly or indirectly concerned or has shared responsibility. Please specify whether direct/indirect/shared.</i>
	HR revenue budget = £25,577 Million
	Contributory control of payroll budget = £305m, (incl. tax and national insurance,

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	pension contributions etc.) Contributory responsibility for the entire spend of the Council = £1.5 Bn
Staff	<i>Number and grading's of subordinate staff. Indicate which of these if any, the role will line manage.</i> 6 Direct reports on Leadership Grades ranging from L9 to L7 Total FTEs = 213
Other	<i>Any other statistics directly relevant relating to the job. Explain how and why they impact on the job.</i>

KEY ACCOUNTABILITIES: list the principal accountabilities, and indicate the approximate % time spent on each. NOTE: There should typically be no more than 6-8 principal accountabilities for any job, and each accountability, no more than 2 or 3 sentences long.		%
1	Provide strategic leadership and direction to develop a coherent and integrated approach to People leadership, Culture Change and management of HR functions across the organisation	15%
2	Work collaboratively with Strategic Leadership Team colleagues to provide collective organisation-wide leadership and direction to deliver against the strategic vision and priorities; and hold individual responsibility and accountability for one of the strategic plan priorities.	15%
3	Build relationships based on mutual respect, trust and understanding and provide strong system leadership with partner organisations to meet the needs of Devon's communities and improve services in the County.	10%
4	Create an inclusive, compassionate, welcoming, and high performing culture that values, respects and invites different perspectives and focusses on outcomes for people.	10%
5	Create an environment where learning and innovation thrives; actively seek out and test new ideas and technologies; embedding continuous learning and improvement.	10%
6	Understand the needs of Devon's citizens and communities to design and shape effective and responsive services, and commission outcomes for the people of Devon.	10%
7	Hold shared responsibility and accountability with Strategic Leadership Team colleagues to create and champion public and social value for better outcomes and lower cost, seeking creative funding and investment opportunities to ensure financial accountability and resilience. Hold individual responsibility and accountability for service based budgeting and medium to long term financial planning.	10%
8	Contribute to the safe working of the authority through clear, robust and effective decision making. Understand and meet all relevant legislation, regulatory and governance requirements.	8%
9	Develop strong working relationships with Elected Members and provide advice and guidance on areas of policy and strategy, ensuring that Elected Members are appraised about issues, risks and opportunities to enable informed decision making in line with the strategic vision and priorities.	10%
10	Deputise for the Chief Executive as required.	2%

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It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder must:

- Understand and lead to achieve the Council's vision, direction and priorities,
- Lead by example in line with the organisation's core principles and behaviours,
- Embrace the positive benefits of a diverse workforce and be committed to creating and maintaining an environment that is inclusive and safe,
- Promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.

The above duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

KNOWLEDGE AND EXPERIENCE: *Identify education, qualifications, training and experience necessary to enable the job to be carried out fully and effectively. Note this information should relate to the qualifications etc, required for the job and not be specific to an individual. Be careful not to include any requirement which maybe regarded as discriminatory, e.g. X number of years experience.*

Core knowledge and experience

Demonstrable experience of leading a successful programme of culture change in a large, complex organisation.

Extensive experience at a senior level with the ability to lead, integrate and deliver multiple and complex services and functions.

Highly developed strategic leadership experience and skills, relating to others in a way that brings out the best in people, teams/groups and organisations.

Strong and evidenced commitment to professional and personal development and learning.

Experience of taking tough stands, bringing up "undiscussables" and openly dealing with difficult relationships and issues in productive ways.

The ability to think and act strategically and systemically, and to demonstrate and apply innovative solutions and ideas to improve working practices and service delivery.

Experience and ability to drive through efficiency savings and behaviour change and respond positively to changing circumstances.

Ability to lead and manage change in complex environments.

Experience in exploiting new opportunities and developing a positive performance management and improvement culture and extensive leadership and management skills including direct line appraisal meetings and Designated Officer responsibilities.

A strong collaborator who can develop productive relationships with politicians and senior stakeholders with a successful track record of working in partnership.

An in-depth knowledge and understanding of the current public sector reform and change agenda.

Excellent understanding of, and commitment to the role, vision and priorities of the County Council.

Curiosity and commitment to understanding the opportunities of new and emerging digital technologies, automation and artificial intelligence in the design and delivery of public services.

Ability to absorb complexity and convey simplicity.

Experience and knowledge of financial planning, management and accountability (Local Government).

Role Specific Knowledge and Experience

This post requires education to degree level or equivalent, membership of an appropriate professional body, a sustained track record and substantial experience at a senior level.

STRUCTURE CHART:



CORE PRINCIPLES AND BEHAVIOURS

Devon County Council's Core Principles and Behaviours Framework can be found here: [Core Behaviours Framework \(Core Principles and Behaviours Overview\) - tasks and guides \(devon.gov.uk\)](#)

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Line Manager (Name and Job Title)

DATE

Appointment to the posts of the Director of Transformation& Business Services and Director of People and Culture

Recommendation

1. That the Committee agree to amend the remit of the Director of Transformation, Performance & Resources to remove HR and rename to Director of Transformation & Business Services
2. Replace the role of Head of HR with a Director of People and Culture post that will be part of the Senior Leadership Team

Background

New leadership arrangements at Devon County Council, detailed in the Appointments and Remuneration and Chief Officer Conduct Committee paper (19th January 2022), created a new post of Director of Transformation, Performance & Resources. This encompassed the existing remits of the Head of Digital, Transformation & Business Support, Head of HR and Head of Organisational Change.

The role was advertised externally in April 2022 with the support of an external Executive Search Agency, Tile Hill. Four candidates were taken forward to the Stage 1 assessment process conducted by members of Senior Leadership Team. Unfortunately, no candidates were successful at the Stage 1 process held in early June 2022 to progress to Stage 2 with the Appointments & Remuneration Committee.

Feedback from the agency at the time was that, due to the substantial remit of the role, and the current recruitment climate, the role would need to offer substantially higher remuneration in order to successfully recruit a candidate of the calibre required for an organisation of Devon County council's size and complexity.

The post was not readvertised immediately at the time pending a review of the remit and salary of the post. The Chief Executive at the time, Phil Norrey, announced his retirement shortly after, and recruitment to the post was paused until a new Chief Executive was in place and could review the arrangements.

Review findings

Having been in post officially since 17 February 2023, and having also undertaken several weeks working in the organisation throughout December and January, the Chief Executive has considered options in relation to the remit of this post.

The recruitment market has become more challenging. This has been borne out in recent Director level recruitment processes. For example the Director of Children's & Young People's Futures, where, despite adding a £20,000 market supplement we were unable to attract the calibre of candidate required to shortlist any candidate to

the Stage 1 assessment. Also for the recruitment to the Deputy Director of Children's Social Care, a market supplement of £20,000 had to be offered to successfully recruit.

Furthermore, the new Chief Executive's assessment of the current situation within DCC, is that there needs to be a renewed focus on workforce. The current challenges within Children's Services clearly show the need to address sizeable cultural issues amongst staff, which are manifesting in a large number of operational HR cases and staff leaving the organisation; both of which create instability for staff.

Multiple visits have been undertaken to engage with staff across all office bases over the last month by members of the Senior Leadership Team. These have identified that there are pockets of staff related cultural issues that require focus and investment to address. These have highlighted that recent changes at Senior Leadership level have also been unsettling for staff and feedback from the Department for Education has also raised the urgent need to create stability at Senior Leadership Team level.

Prior to the organisation restructure in 2011, the Head of HR reported directly to the Chief Executive and was part of the Senior Leadership team on an L3 grade. However, following the restructure, the role was made redundant, and the Head of HR has reported into a Director rather than being directly part of the Senior Leadership Team. Since August 2022, the Head of HR has on an interim basis been part of the Senior Leadership team. This has enabled workforce matters to be considered at the outset of any new discussions at strategic level.

A key priority is to deliver a new People Strategy for DCC to Full Council on 25 May 2023 in order to corporately renew the focus on our staff, who are the greatest asset of the Council.

The strategic and operational demands from a workforce perspective are considerable and removing them from the scope of the Director of Transformation & Business Services to sit within its own Directorate, would support the renewed focus on staff, as well as create a more appropriately sized remit to enable successful recruitment to the post.

Process

In line with the 8 Point Plan currently in place to support financial sustainability, all vacant established roles must consider internal staff resource in the first instance.

It is proposed that the Director of Transformation & Business Services post to be advertised internally as soon as possible in order to provide greater stability at Senior Leadership Team level.

It is also recommended that the current role of Head of HR is replaced by a Director of People and Culture role. The current post holder would be put at risk of redundancy and ring-fenced for the new role, meaning that they will have the opportunity to interview for the role prior to it needing to be advertised further.

The revised Job Descriptions for the Director of Transformation & Business Services and the Director of People and Culture will follow.

Donna Manson
Chief Executive

*Contact for Enquiries: [Maria Price](#), Director of Legal and Democratic Services
Tel No: 01392 385546 Room: G26*

