

Appointments and Remuneration and Chief Officer Conduct Committee
19th January 2022

PROPOSALS FOR NEW LEADERSHIP ARRANGEMENTS IN DEVON COUNTY COUNCIL

Report of the Chief Executive

Recommendation: that the Committee:

- a) Note the proposed re-configuration of Council services and the changes to the leadership of services.
- b) Agree to a period of consultation about the proposals for new strategic level leadership team, noting the following:
 -) The revised leadership team and leadership arrangements will supersede the current LG8/LG14 arrangements and will require new reporting arrangements for some LG14 members.
 -) The proposals will bring an end to the interim structural and reporting arrangements, some of which will have been in place since January 2021 pending the Council elections in May 2021.
- c) Agree that the Chief Executive will make the final decision on the structural proposals following consideration of consultation feedback.
- d) Agree to the commencement of the recruitment process for a new Chief Officer Integrated Adult Care as there are no changes proposed to this post.

1. Context:

- 1.1 There has not been an opportunity to make significant changes in respect of the configuration and leadership of Council services for a number of years. The planned retirement of a number of Heads of Service and Chief Officers in a six month timeframe has provided an opportunity to review the configuration of services and make some proposals for changes.
- 1.2 Two further members of leadership team, Jennie Stephens, Chief Officer for Adult Care and Health and Dave Black, Head of Service – Planning, Transportation and Environment will retire at the end of March 2022.
- 1.3 During the past two years the impact of the Global Pandemic on the working of the Council has been profound. We now face a prolonged period of adjustment, as co-existing with the virus becomes part of everyday life, and a significant set of challenges if we are to recover from some of the longer-term changes consequent both on the pandemic itself and other factors (such as exit from the EU) to the cost of living, the labour and property markets and key sectors of the economy such as hospitality and retail etc. In addition, the need to respond to the Climate Emergency will be a central feature of the Council's work for years to come. To reflect this the Council agreed a strategic plan for the period 2021-2025. These leadership proposals give us the opportunity not only to reshape the Council's officer leadership, but the way that leadership operates, drawing on the experience of changed working practices during the pandemic and the priorities expressed in the new strategic plan. The proposals build on the learning, experience, and evidence of the last 18 months to create a structure and way of working which raises the ambition of the Council and provides clarity on leadership and future strategic direction.

2. The Proposal

2.1 A key principle behind the proposed changes is to simplify and clarify the leadership roles and responsibilities to resolve the interim arrangements put into place during a period of significant natural turnover in leadership posts starting in December 2020 and recognise the evolution of the current leadership structure over time. All service areas will have a new service title and the leadership job titles will reflect this.

2.2 The service areas:

2.2.1 Children and Young People's Futures

Services remain as currently configured, with the addition of the School Place planning and admissions team joining Education and Learning. The title change is intended to reflect the Council's stated ambition for Devon's children and young people. It provides a clear message that within the Council and with our partners we should have a stronger focus on aspiration for children and young people and that Devon should be the best place for children to grow up.

2.2.2 Integrated Adult Care

The current title of Adult Care and Health reflects our close working with the Health system but is a source of confusion in relation to our broader health responsibilities, particularly in relation to health protection and the reduction of health inequalities. The change to the title removes that ambiguity while signifying the criticality of joint working, not only with NHS partners but also with the voluntary sector, private sector providers and the community.

2.2.3 Finance and Public Value

The service remains as currently configured with the addition of the Procurement service. The title reflects a new focus within the Council's finance function on demonstrating value for the spending of the public pound.

2.2.4 Public Health, Communities and Citizen Engagement

It is proposed that a wider range of services for communities are combined with the Public Health function. The new service area will include Public Health, Services for Communities and Citizen engagement. It is proposed that the Council's Communications and Media service joins this service. These services will have a strong focus not only on the physical and mental health of our residents, but the health of our communities and key factors which affect well-being, such as food and fuel poverty.

2.2.5 Climate Change, Environment, Connectivity and Growth.

This service area will combine services previously within 'Planning, Transportation and Environment', 'Economy, Enterprise and Skills' and 'Highways, Infrastructure Development and Waste'. It provides a clearer expression and profile for the Council's Climate Change and environmental priorities and recognises the interdependency of Climate Change, Economy and Transport. In particular, having a coherent approach to carbon reduction, transport planning and the management of our highways network will be vital

to the Council's contribution to a Net-Zero Devon, and exploiting the economic opportunities presented by green technology will be central to bringing more higher value and sustainable employment to the county.

2.2.6 Transformation and Resources

This service area will combine Digital Transformation, ScoMIS, Business Support Services, Property, Human Resources, Organisation 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 human, 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.

The organisation has made a commitment to reimagine and redesign our organisation to enable long term financial resilience and transformation building on the experience and learning over the past few years. This grouping of support services will be focused on a clear purpose of supporting council wide change and transformation, and will need to be dynamic, agile and cohesive in order to get the best from our workforce, digital infrastructure and property.

2.2.7 Legal and Democratic Services

This service area will consist of Legal Services, Democratic Services, Registration and Coroners and Lord Lieutenancy services. In effect, this is a return to the position before the recently retired County Solicitor took on an extended portfolio of services. It provides a clear focus within the organisation for supporting elected members and the democratic process, which might otherwise be lost if the services were to be subsumed in a new larger portfolio.

3. Leadership post proposals

3.1 The proposed changes will result in a reduction in one post and a much smaller leadership team which will supersede the existing leadership teams called LG8 and LG14. There are sufficient posts in the top and next tier of the Councils leadership arrangements for all of the remaining LG14 members.

3.2 The new strategic leadership team for the Council is proposed to consist of 6 roles reporting to the Chief Executive. These will be:

Director of Climate Change, Environment, Connectivity and Growth
Director of Public Health, Communities and Citizen Engagement
Director of Transformation and Resources
Director of Integrated Adult Care
Director of Children and Young People's Futures
Director of Finance and Public Value

3.3 There are some changes to job titles for leadership roles, reflecting the new service areas they will lead. All will be called Directors and will have consistent job titles.

3.3.1 Director of Climate Change, Environment, Connectivity and Growth

This is a new role which following consultation would be subject to an internal recruitment process. There are two current members of LG8/LG14 who would need to be considered for this role.

3.3.2 Director of Public Health, Communities and Citizen Engagement

Following the retirement of Dr Virginia Pearson, changes were made with this Committee's agreement, to the Director of Public Health role. It was changed from being a Chief Officer role with responsibility for a wider portfolio of services to being a role dedicated to Public Health and the role of Public Health for the Council and wider community. Interim arrangements were put in place for services areas which previously fell under the Director of Community, Public Health, Environment and Prosperity. It is proposed that the current Director of Public Health re-assumes responsibility for the wider portfolio of services for Communities.

3.3.3 Director of Transformation and Resources

The proposed Director post is a new role and following consultation would be subject to an external recruitment process.

3.3.4 Director of Integrated Adult Care

There are currently three posts within this service area, a Director and two Deputies and these are unchanged. The Director of Adult Care and Wellbeing will be vacant from 1st April 2022 and subject to an external recruitment process which would commence shortly.

3.3.5 Director of Children and Young People's Futures

There are currently four posts within this service area, a Director and three Deputies. These are unchanged by these proposals.

3.3.6 Director of Finance and Public Value

There is one post within this area and this is unchanged.

3.3.7 Legal and Democratic Services

A new deputy Director role is proposed for Legal and Democratic Services. The post will report directly to the Chief Executive but will not be part of the Council's new Strategic leadership group. It will be part of the 'tactical' tier of leadership team. Following consultation this post would be subject to an external recruitment process.

3.4 Once the new strategic leadership team is in place, a new 'tactical' tier of leadership will be formed which will include existing deputies, Heads of other services and leadership representatives from across the full range of Council Services. This will be a new development, building on the learning from cross-organisational tactical leadership teams that have been developed and established during response to, and recovery from, the pandemic. This tactical tier will enable the Strategic Leadership Team to

focus on the strategic business and will provide organisation-wide leadership and co-ordination to deliver against the strategic plan priorities, support business resilience and continuity, and support career development and succession planning.

In addition to the service responsibilities, it is also envisaged that each Director will hold strategic responsibility for one of the Strategic Plan priorities which will contribute to collective ownership and commitment, and reduce silo thinking and working.

4. Timetable:

- 4.1 It is proposed that the consultation period would commence mid February for a three week period. Following consideration of consultation feedback, decisions would be made and the revised leadership structure would be confirmed. New posts which are to be subject to external recruitment would be advertised, and any other recruitment processes needed would take place.

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Appendix 1

New Structure

