



## **WEST NORTHAMPTONSHIRE SHADOW AUTHORITY**

### **SHADOW EXECUTIVE COMMITTEE MEETING**

**24<sup>th</sup> November 2020**

<b>Report Title</b>	Development of proposals for the Senior Leadership structure
<b>Report Author</b>	Anna Earnshaw, Chief Executive West Northamptonshire

#### **List of Appendices**

**Appendix 1 – Proposed Structure**

**Appendix 2 – Proposed Appointment Panel for Executive Director of Place, Economy and Environment and the Executive Director of Corporate Services**

#### **1. Purpose of Report**

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- 1.1. This report summarises the proposals for the development of the senior leadership structure for West Northamptonshire.

#### **2. Executive Summary**

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- 2.1 In order for the Council to deliver its services in a 'safe and legal plus' way from day 1, it needs to have a clear, single leadership structure in place before April 2021; building on the senior and statutory appointments that have already been undertaken.
- 2.2 This report outlines details of the proposed new structure, the rationale and key principles that underpin it; and overview of the selection and recruitment process required to implement it. The report also identifies the next steps, in terms of consultation with our employees who are in scope of the proposals our recognised trade unions.

#### **3. Recommendations**

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- 3.1 It is recommended that the Shadow Executive Committee:
1. Notes and ratifies the work undertaken to develop the proposed structure and the subsequent consultation process as specified in Section 4.
  2. Agrees the proposed leadership structure as per Appendix 1, noting that this is subject to consultation with our recognised trade unions and impacted employees, and therefore may result in some revisions being

made as a result of the feedback received. Minor changes would be delegated to and actioned by the Head of Paid Service with any significant changes that are made as part of the formal consultation being shared with the shadow executive at a future meeting.

3. Notes and ratifies the selection and recruitment principles as specified in section 5 & 6, subject to any outcomes of the consultation.

### 3.2 Reason for the Recommendations

- 3.2.1 In September 2020 the Shadow Council agreed the blueprint for how West Northamptonshire would deliver its services in order to ensure that it was operating in a 'safe and legal plus' way from day one. This means having the staff, systems, budgets, procedures and policies to deliver statutory duties successfully and have clear lines of accountability.

One element of the 'plus' principle to drive the new Council forward is to have a clear, single leadership structure in place before 1st April 2021 to deliver the best outcomes for residents and employees.

- 3.2.2 The Senior Appointments Committee has focused on developing a selection and appointment approach that is inclusive and will enable those who have a real stake and an interest in these appointments to be a part of the process as well as ensuring that current employees of all councils have the opportunity to apply for roles.

## 4. Report Background and the Proposed Leadership Structure

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- 4.1 To date, the work of the Senior Appointments Committee has focused on the selection and appointment of the Statutory Senior Officers for the West Northamptonshire Council; including the Head of Paid Service (Chief Executive), Executive Director of Finance (Section 151), Director of Legal and Democratic Services (Monitoring Officer); which, in accordance with the Structural Change Order, are required to be in post before 31 December 2020. The Senior Appointments committee have also completed the selection and appointment process for two further statutory officer and senior roles - Executive Director of Adult Social Services (DASS); and the shared Executive Director Children's Services (DCS) that sits across both unitary authorities.
- 4.2 As mentioned in 3.2.1 above, one element of the 'plus' principle to drive the new council forward is to have a single leadership structure in place before 1st April 2021. The new Chief Executive, Anna Earnshaw, has therefore developed a draft tier 1-3 senior structure; which builds on the blueprint work and also the appointments that have been made thus far.
- 4.3 This draft structure has been shared with a number of key stakeholders; including members (through informal briefing meetings and task and finish groups) and existing sovereign council chief executives. The trade unions have also been engaged.
- 4.4 Consultation with recognised trade unions and employees is also being undertaken. The Executive will be advised of any significant changes that are made as a result of this consultation process.

4.5 Full details of the draft structure can be found in Appendix 1.

## **5. Employees who may be affected by the proposed structure**

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5.1 The proposed leadership structure reshapes and rationalises the structures that exist across our sovereign councils; and therefore adds to the complex nature of the consultation and subsequent implementation thereafter. To address this, our consultation process is underpinned by the principles of openness and transparency so that affected staff across all 8 councils can apply for roles in the new structure.

5.2 A due diligence process has been completed to identify any posts that are significantly affected by the new structures and therefore could not continue in their current format on Day 1 if the new structure was implemented. Sovereign Chief Executives have been engaged in this approach.

5.3 The following principles support this process:

1. Where a job is fundamentally unchanged and there is only one person in scope of the job currently, a job matching process is undertaken.
2. Staff that are identified as being in scope are given the opportunity to apply for the vacant roles after this, irrespective of their current pay or level, as they are or will be potentially at risk of redundancy.
3. In order to minimise compulsory redundancies, staff will also be able to indicate an interest for voluntary redundancy. Applications will be considered in line with the future skills required. Each case will be decided on its own merit and is not guaranteed.
4. In the event that staff do not secure a position within the Tier 1-3 structures, and they have not applied for voluntary redundancy, then a compulsory redundancy and Individual consultation process may apply after 1 April 2021.

## **6. Recruitment to roles within the new leadership structure**

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6.1 The Shadow Executives have determined the recruitment approach to date in terms of appointments to the Head of Paid Service and the Tier 2 Statutory and Chief Officer roles; notably:

### Chief Executive – Tier 1

- The Local Government (Structural and Boundary Changes) (Staffing) Regulations 2008 require an appointment to the post of head of paid service by means of open competition.
- There is no requirement to ring-fence existing employees who undertake this role in the sovereign councils; but existing officers are able to apply in open competition.

## Other Senior and Statutory roles – Tier 2

- The supplementary staffing issues guidance that accompanies the 2008 Staffing Regulations states that ‘the Government **expects** to see open competition as a means of recruiting to all other senior management board posts’.
- Leaders made the decision in March 2020 to advertise Tier 2 leadership roles internally and externally via a national campaign.

6.2 In addition to the statutory and senior roles already appointed to in section 4.1, two further Tier 2 roles will need to be appointed to - the Executive Director of Place, Economy and Environment and the Executive Director of Corporate Services.

6.3 As with the previous Tier 2 appointments and in line with the previous recruitment strategy, it is proposed that the Executive Director of Place and Economy and the Executive Director of Corporate Services are member led and that they are advertised both internally and externally;

Colleagues across the sovereign councils will be encouraged and supported in their applications. It is also proposed that member and partner stakeholder panels are an integral part of this process; providing feedback to the member appointment panel; and that the Head of Paid Service acts as a senior advisor to the main appointment panel. This process is consistent with that used previously to appoint the statutory and senior roles noted in section 4.1 of this report.

6.4 As there is no requirement or preference from central government to advertise the remaining tier 3 roles externally, it is proposed to manage these through an existing internal organisational restructure, following an internal selection process. As such it is further proposed that responsibility for implementing this process will be delegated to the Head of Paid Service.

6.5 All internal appointments will be made against the relevant person specification for the role.

6.6 If no appointment is made then the role(s) will be advertised wider, both internally and also externally.

## **7. Implications (including financial implications)**

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### **7.1 Resources and Financial**

The structure and roles are designed to enable a successful operational structure and one that is cost and value effective. West Northamptonshire will need to invest in its leadership to enable the safe and legal delivery of services from Day 1 as well as deliver the transformation agenda post vesting day.

The final cost of the proposed new structure will be determined as the consultation process progresses; as role profiles are further developed and

graded. However, the estimated cost of the proposed new structure has been costed at c£3.34 million, representing a saving of approximately £1.8 million on current leadership costs.

## **7.2 Legal**

The recruitment and selection process reflects legal advice on the statutory requirements set out in the Structural Changes Order and the agreed Shadow Authority Constitution.

## **7.3 Risk**

Recommendations have been made in accordance with the Staff Employment Procedure Rules within the Constitution

## **7.4 Consultation**

This draft structure has been shared with a number of key stakeholders; including members (through informal briefing meetings and task and finish groups) and existing sovereign council chief executives. The trade unions have also been engaged.

Feedback has been taken into consideration and used to shape the final proposals which have now been shared with employees to gain their feedback as part of a formal consultation, which is ongoing.

## **7.5 Consideration by Overview and Scrutiny**

None applicable

## **7.6 Climate Impact**

There are is no climate impact caused by the proposals

However, it should be noted that the proposed new structure brings together a consolidated emphasis on climate change and ensures that responsibility for this sits under the Executive Director of Place, Economy & Environment. This will ensure that the councils priorities on climate change can be delivered.

## **7.7 Community Impact**

The new leadership structure will ensure that the council is able to operate in a 'safe and legal plus' one form day one ensuring that services can be delivered effectively to residents.

# **8 Background Papers**

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## **8.1 None applicable**