

Discussion paper: Executive Director Corporate, Customer & Community Services Succession Plan

20 May 2022

Background

Discussion is welcomed to consider the next steps re the Executive Director vacancy to:

- consider a real time opportunity to recognise, celebrate and invest in the depth & breadth of quality leadership and professional expertise already within the CCCS Directorate at Assistant Director level whilst also utilising capacity and talent within our wider teams.
- build on the collaborative work already undertaken by ADs to set and implement key Council strategies, COVID response and recovery, New Ways of Working ongoing resilience and LGR.
- ensure that the Directorate and County Council is in the best possible position to maintain high quality services throughout 2022/23 whilst also providing strategic direction and implementation of LGR opportunities.

Context of current position

The discussion paper is in the context of the existing position, some key issues being

1. All Assistant Directors are established in the County Council with strong networks with officers, members and partners
2. AD SCPCM has been aligned to the Executive Director People for past 18 months
3. All ADs already directly brief lead members and shadow portfolio members on a regular basis
4. ADs have lead roles for existing and key continuing corporate workstreams (JCG, Customer Board, Health and Safety, Refugees, Audit and Assurance etc)
5. ADs have prominent positions in key LGR workstreams
6. The team already lead papers and briefings on their subject matter for eg Cabinet Briefings, Cabinet , Full Council and Scrutiny agenda items.
7. Director of Finance and Chief Legal Officer already report directly to the Chief Executive as part of the statutory role

Options considered to ensure strong leadership, continuity, and the best possible outcomes

The options of both external and internal cover options have been debated by the team and each come with challenges or issues suchh as timing, cost, disruption to existing team, service continuity, therefore taking all things into account a distributed leadership is our preferred recommendation.

A distributed leadership model could maximise the opportunity to continue brilliance for Cumbria people (residents & workforce) and their communities...And ensure that effective support is in place for our teams throughout the LGR and in ensuring successful business as usual until the end of March 2023.

Ensuring effective leadership

Key features of success we are confident a distributed model would include:

- Continued high performance delivering what we say we will deliver, recognising delivery to date not just across AD's but the wider directorate.
- Visible and accessible leadership – with a commitment to ensure a single presence in locality each day as required
- Diversity of thought, a new approach and mutual support when problem solving during uncertainty e.g., Local Government Reorganisation, enabling County Council ambitions i.e., capital programmes, integrated health and social care, cost of living crisis, staff wellbeing and transformation opportunities
- A strong voice for the Directorate and CCC in the LGR process
- Autonomy being trusted as a team of Directors to deliver well within an agreed pragmatic, dynamic sustainable distribution of Executive Director responsibilities.
- Trusting, empowering, and further developing and already capable Senior Management Teams whilst enhancing their commitment and motivation as we transition into two new unitary authorities
- Value for Money, financial efficiency of not replacing full post cost whilst assisting career development and progression experience for ADs

Roles, Responsibilities and Meeting Business Needs

The table on the following page summarises key role accountabilities, specific responsibilities and other related portfolio items of the Executive Director Corporate Customer and Community Services.

Suggested Distributed Leadership Model (Role, Responsibilities and Accountabilities)

- Existing Statutory Officers
 - Pam Duke : Chief Finance Officer (S151)
 - Catherine Parkinson : Chief Legal Officer (Monitoring Officer & Returning Officer)

Plus, Executive Director portfolio and leadership role responsibilities distributed among existing Assistant Director leaders

Underlined = New arrangement

Leadership	Jo Atkinson	Paul Robinson	Simon Higgins	Tracy Boustead
County Council Lead Responsibility	<ul style="list-style-type: none"> Cabinet Commissioning and procurement working group <u>Armed Forces Champion</u> <u>Contract related ODRs</u> 	<ul style="list-style-type: none"> <u>SIRO</u> COVID Management Corporate H&S Committee <u>Business Continuity Board</u> <u>ICT & Security related ODRs</u> 	<ul style="list-style-type: none"> Stakeholder & Partner Engagement lead Ukraine & Refugees Scrutiny <u>Community related ODRs</u> 	<ul style="list-style-type: none"> <u>JCG (CCC Directorate)</u> <u>JCG (Corporate)</u> <u>JCG (Council)</u> <u>Corporate People Mgmt related ODRs</u>
Cabinet Member Portfolio Briefing	<ul style="list-style-type: none"> Leader (all) Deputy Leader (Proc & Contracts) Clr Bell (Health and Care) Opposition Leader 	<ul style="list-style-type: none"> Clr Willis (ICT & Transformation) Clr Tibble (Health & Safety) 	<ul style="list-style-type: none"> Clr Willis (Customer) Clr Earl (Communities) Clr Waring (SMB) 	<ul style="list-style-type: none"> Clr Willis (Ppl Mgmt) <u>Leader, Deputy Leader and Portfolio Holder (JCG Briefing)</u>
LGR Lead Responsibility	<ul style="list-style-type: none"> Strategic Commissioning Procurement & Contracts (Workstream Lead) Adults Board (Chair) 	<ul style="list-style-type: none"> ICT (Theme Lead) Data Hub (Sponsor) Transformation (Workstream Lead) 	<ul style="list-style-type: none"> <u>Customer & Digital (Theme Chair)</u> LGR Programme Board & LGR Cabinet Briefing 	<ul style="list-style-type: none"> <u>LGR Cabinet Working Group +CMT (Transferor Strategic Workforce & OD lead)</u> <u>LGR Programme Board (Transferor Strategic Workforce & OD lead)</u>
Chair / Attend key meetings obo Directorate	<ul style="list-style-type: none"> Financial Challenge Group <u>Cumbria Leaders & MP Monthly 121s</u> 	<ul style="list-style-type: none"> Covid -19 TU Meeting (Chair) Corporate Risk Owners Group CFRS Transition Board 	<ul style="list-style-type: none"> <u>CCC Customer & Digital Board (Chair)</u> <u>CCC LGR Programme Board</u> Scrutiny Management Board <u>Proper Officer (Registration)</u> 	<ul style="list-style-type: none"> <u>Staffing & Chief Officer Committee</u>
ED Single Point Contact (Monthly rotation and attendance)	<p style="text-align: center;">DMT Chair, Directors Meeting, Cabinet Briefing, Cabinet, Full Council, Directorate Comms and physical visits</p>			

The table below contains a proposal as to how the specific delegations should be distributed

Scheme of Delegation	Jo Atkinson	Paul Robinson	Simon Higgins	Tracy Boustead
	<ul style="list-style-type: none"> • Contract Procedure rules, Exemption, and modifications • Financial delegations • Key decisions • Decisions referred to members 	<ul style="list-style-type: none"> • SIRO (Inc ICT security exemptions, data breaches, ICO reporting)- 	<ul style="list-style-type: none"> • Proper Officer Constitution Responsibility (Registration Service) 	<ul style="list-style-type: none"> • HRO1s • Settlement Agreements • Ill health retirements • Complex HR cases

- The Returning Officer responsibilities are proposed to be aligned to the Chief Executive.
- The Audit and Assurance Committee responsibilities are proposed to be transferred to the Section 151 officer.

Directorate Operating Model

CCCS DMT has played a critical role in the organisation since its creation in 2018. It is imperative that the proposed arrangements achieve continuation of that key role. It is proposed that weekly DMT meetings are maintained but change in format to focus partially on key business and strategic items but also to provide an appropriate arena for peer support and continuing professional development.

Each of the ADs take responsibility for their personal development via executive coaching and further are committed to using the development capacity within NW Employers to provide the opportunity for guided growth in the role should that be required.

Further areas of critical importance are the coordination and support required to ensure successful function of the distributed leadership model. It is suggested that the current ED PA be offered the opportunity to work flexibly within the proposed model to provide this support, which will be dynamic in nature as time progresses. An enhanced communications role is also seen as an opportunity to ensure the distributed model continues in the strong vein that has been achieved by DMT to date.

Additional capacity to fulfil this distributed model may be required. It is however difficult to quantify at the present time. There is a specific requirement relating to OD capacity at a senior management level, however across other existing portfolios, it is recommended to keep a watching brief and additional capacity under review.

Following initial feedback on the proposed model and the need for a primary lead, the development of this on a rota basis has been explored. It is proposed that the primary ED role as a single point of contact and any related issues is done on a monthly rota basis, with a 'buddy' to ensure resilience to cope with sickness absence or other unforeseen events. A suggested rota for the 9-month period has been developed to facilitate a robust handover and is included in the model.

To ensure members are partners are clear of the change, and clarity of leadership position on behalf of the County Council, role titles could be discussed further if deemed appropriate if this model is favoured.