

# Chief Officer Appointments Committee

16 June 2022

**Creation of Head of Service  
Head of Corporate Affairs**



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## Report of Chief Executive

### Purpose of the Report

- 1 To seek approval from the Chief Officer Appointments Committee (COAC) to create a new Head of Service role which will report directly to the Chief Executive.

### Executive summary

- 2 This new Head of Service role is proposed as part of a review of the senior management structure.
- 3 The postholder will lead on the council's management of corporate affairs and provide support to the Chief Executive and Corporate Management Team to deliver the strategic priorities of the council. This will include responsibility for corporate communications and media as well as corporate strategy, planning and performance.
- 4 The proposal involves the deletion of the following roles and the associated transfer of functions:
  - (a) Head of Corporate Policy, Planning and Performance (HoS 3 level) - salary of £84,884 (budgeted cost of £112,032 including on costs); and
  - (b) Head of Communications and Marketing (HoS 3 level) – salary of £84,884 (budgeted cost of £112,032 including on costs).
- 5 The proposed role has been job evaluated at HoS 2 level - salary of £107,520 (budgeted cost of £142,263 including on costs).
- 6 The proposal provides a net saving of £81,801 (including on costs) and a reduction of x 1 FTE Head of Service within the senior management structure.
- 7 In accordance with the Constitution, which was approved by Council on 25 May 2022, COAC is required to approve any new posts with a salary

in excess of £100,000. Such approvals are to be reported to the next convenient meeting of Council for information.

### **Recommendation(s)**

- 8 COAC is recommended to:
- (a) approve the creation of the Head of Corporate Affairs role for the reasons outlined within this report; and
  - (b) to note the deletion of the posts of Head of Communications and Marketing and Head of Corporate Policy, Planning and Performance;
  - (c) if the creation of the post is approved, to request Officers to prepare a report to present to the next convenient meeting of Council for information.

## **Background**

- 9 Following a review of the senior management structure it is proposed that a new role of Head of Corporate Affairs (HoS2 – salary £107,520) is added to the establishment and a range of functions aligned to this role. The proposal involves the deletion of the Head of Corporate Policy, Planning and Performance (HoS 3 – salary of £84,884) and the Head of Communications and Marketing (HoS 3 – salary of £84,884).
- 10 This proposal will be subject to employee consultation in line with HR policy.
- 11 The creation of the role of Head of Corporate Affairs is intended to provide strong strategic leadership across strategic stakeholder engagement, corporate planning and performance, council and stakeholder communications and relationships with key external partners.
- 12 The role will have responsibility for delivery of Council policy, priorities, strategy and performance, handling public relations and corporate affairs (including building relationships and networks), managing media services and public relations. The role will report to the Chief Executive and will also provide corporate support to Corporate Directors and directorates.
- 13 The role will also be responsible for the development and implementation of a comprehensive corporate change and improvement programme, aimed at bringing about sustained improvement to the way the council operates and ensuring the council has a voice with key stakeholders and partners. The role will have oversight and ensure join up of various Council strategies and ensure the link with the Council priorities and plans.

## **Main implications**

- 14 The proposed post has been evaluated using the Local Government Association (LGA) Senior Managers Scheme, which is consistent with the process for grading all Heads of Service and Strategic Manager posts within the Council. The role profile for the post is attached at Appendix 2.
- 15 Under the Council's Scheme of Delegation, Corporate Directors have authority to create new posts on the establishment up to Head of Service level. However, following the review of the constitution agreed by County Council on 25 May 2022, COAC approval is required regarding the creation of any new post paying over £100,000 pa.
- 16 Subject to approval of the proposals in this report, the senior management restructure proposals will progress in line with corporate guidance.

- 17 The existing post of Head of Communications and Marketing is currently vacant. However, the current postholder of Head of Corporate Policy, Planning and Performance in Resources will be affected by the proposal to delete this post and this individual will form part of the consultation of the proposals.
- 18 Subject to the outcome of consultation, this new post will be advertised internally and externally.
- 19 The proposed role has been job evaluated at HoS 2 level - salary of £107,520 (budgeted cost of £142,263 including on costs).
- 20 The proposal provides a net ongoing saving of £81,801 (including on costs) and a reduction of x 1 FTE Head of Service.

### **Conclusion**

- 21 This report proposes the deletion of two Head of Service Band 3 posts and the creation of one Head of Service Band 2 role within the council's Extended Management Team.

### **Author(s)**

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## **Appendix 1: Implications**

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### **Legal Implications**

In February 2012, the Secretary of State issued statutory guidance under S.40 Localism Act 2011. Under the “Openness and Accountability in Local Pay” guidance, elected members should be offered the opportunity to vote on the proposal to create a new Head of Service post with a salary above £100,000. In line with the updated constitution agreed by County Council on 25 May 2022, COAC approval is required to establish this post due to the salary exceeding £100,000. If COAC approve the creation of the post, details will need to be reported to the next convenient meeting of Council for information.

### **Finance**

The deletion of the two Head of Service Band 3 roles, and the establishment of a new Head of Service role at Band 2, will result in net budget saving of £81,801. Any Early Retirement or Voluntary Redundancy costs associated with the deletion of the Head of Corporate Policy, Planning and Performance will be met from the corporate ERVR Reserve.

### **Consultation**

Consultation on the proposals will take place affected employees and recognised Trade Unions in line with corporate HR policies and processes.

### **Equality and Diversity / Public Sector Equality Duty**

None

### **Climate Change**

None

### **Human Rights**

None

### **Crime and Disorder**

None

### **Staffing**

The Head of Communications and Marketing is vacant and therefore there are no staffing implications associated with this.

Deletion of the Head of Corporate Policy, Planning and Performance, may result in a redundancy situation.

**Accommodation**

None

**Risk**

None

**Procurement**

None

## Appendix 2: Role Profile : Head of Corporate Affairs

<b>JOB TITLE</b>	Head of Corporate Affairs	<b>DIRECTORATE</b>	Chief Executive
<b>SERVICE</b>	Corporate Affairs	<b>GRADE</b>	HOS 2
<b>REPORTING TO</b>	Chief Executive		

<b>PURPOSE OF JOB</b>	To lead on the council's management of corporate affairs and to support the Chief Executive to deliver the strategic priorities of the council, including responsibility for corporate communications, media and corporate strategy, planning and performance
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<b>JOB OUTLINE/KEY RESULT AREAS</b>	
<p><b>Generic Key Result Areas</b></p> <ul style="list-style-type: none"> <li>➤ Contribute to the strategic development and delivery of the Corporate Affairs Service to meet the Council's policy and planning requirements.</li> <li>➤ Lead and manage all employees, relevant budgets, and service performance in accordance with council procedures and objectives.</li> <li>➤ Contribute to and manage the development and implementation of the service and council wide initiatives to deliver improvements across the council.</li> <li>➤ Manage relationships with internal and external partners to support the delivery of efficient and effective services.</li> <li>➤ Lead strategy, planning and improvements across the services in scope, participating in partnership arrangements as appropriate.</li> <li>➤ Operate effectively as part of the Extended Management Team of the Council and Senior Leadership Team of the directorate.</li> <li>➤ Lead teams to display the Council's Values &amp; Behaviours,</li> <li>➤ Ensure the principles of equality, diversity and inclusion in addition to the Council's other corporate values and priorities are embraced and underpin all work for employees and service users.</li> <li>➤ Provide clear and visible leadership, promoting health, safety and wellbeing of the teams in scope and providing a positive working environment and culture.</li> </ul> <p><b>Role Specific Key Result Areas</b></p> <ul style="list-style-type: none"> <li>➤ Provide strategic support to the Chief Executive in relation to the corporate affairs of the council</li> <li>➤ Develop and implement a comprehensive corporate change and improvement programme aimed at bringing about rapid and sustained improvement to the way the Council operates and the way services are provided</li> <li>➤ To work with the Chief Executive and other Heads of Service to lead on Service Improvement initiatives</li> <li>➤ Lead council wide strategy and performance management</li> <li>➤ Lead on strategic relationships with stakeholders at local, regional and national level</li> </ul>	

- Lead the management of council-wide public relations and media services to ensure the Council receives fair and comprehensive media coverage ensuring policies and achievements receive adequate publicity and that the Council image is enhanced both locally and nationally, creating a positive and lasting impression;
- Lead the development and management of the corporate communications services to promote Council services and activities to the widest audience;
- Lead the development of the council's corporate plan, working with internal and external stakeholders to align planning with strategy
- Lead on the council's equalities work, setting strategy and policy and integration across the council
- Coordinate external inspections
- Lead the provision of advice and information to members, officers and all services of the council on all matters relating to publicity, communications and media relations;
- To act as the Council's lead officer for communications during emergency and statutory situations such as elections, ensuring that responsibilities are fulfilled, communications remain timely, accurate, useful and helpful and the reputation of the Council is proactively managed, working closely with partners
- To actively promote and represent the interests of the Council, and where appropriate, the Service, at local, regional and national level participating in relevant programmes, showcasing good practice and contributing to exchange networks;
- Carry out 'horizon scanning' to ensure that opportunities for Durham related areas of work are developed and potential risk is identified and managed
- Lead the development and management of the Council's web-site and social media platforms, working with service areas to empower front line staff to maximise the opportunities from these channels
- To manage the corporate management team strategic forward work programme
- To create a corporate stakeholder engagement plan and leading on the implementation.
- Develop the councils approach to reputational management putting together campaigns and strategies to realise the councils profile locally and nationally.



<b>QUALIFICATIONS, SKILLS, KNOWLEDGE AND EXPERIENCE REQUIRED FOR POST</b>	<b>SERVICE AREA/TECHNICAL COMPETENCIES REQUIRED</b>
<p><b>Education &amp; Qualifications</b></p> <ul style="list-style-type: none"> <li>➤ Relevant professional qualification at degree level or equivalent – or significant experience that demonstrates ability to undertake the role to an exceptional level</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>➤ Leadership, delegation and team building skills.</li> <li>➤ High level problem solving, financial control and organisational skills.</li> <li>➤ Significant political, cultural and organisational awareness.</li> <li>➤ High level of communications skills</li> <li>➤ Ability to think analytical, strategically and creatively</li> <li>➤ Project and change management skills</li> </ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>➤ Local government statutory requirements</li> <li>➤ Social marketing techniques</li> <li>➤ PR, corporate communications</li> <li>➤ Web based and social media technologies</li> <li>➤ Council strategic direction, priorities and issues</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>➤ Substantial leadership experience</li> <li>➤ Working at a senior level.</li> <li>➤ Developing corporate image</li> <li>➤ Strategy development.</li> <li>➤ Senior management and budgetary experience.</li> <li>➤ Experience of internal and external partnership working.</li> <li>➤ Experience of managing diverse multi-disciplinary teams.</li> </ul>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>➤ Analytical thinking - The mental processes of analysis and evaluation.</li> <li>➤ Strategic thinking - Balancing today's expectations and requirements with the future opportunities, issues, and concerns that may affect business results tomorrow.</li> <li>➤ Developing others - To coach or mentor others to achieve their best.</li> <li>➤ Business acumen - The ability to make good business judgements and decisions.</li> </ul> <p><b>Service/Technical:</b></p> <ul style="list-style-type: none"> <li>➤ Knowledge of relevant legislation, statutory frameworks, good practice and government policy initiatives.</li> <li>➤ Communications including theories and best practice</li> <li>➤ Understanding of technology that can support and enhance communication and marketing activity including web and social media</li> </ul>

<ul style="list-style-type: none"><li>➤ Experience of building effective working relationships.</li><li>➤ Working with members</li><li>➤ Leading service improvement/ transformation</li></ul>	
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