

Report to Appointments and Conditions of Service Committee

Subject: Commencement of process, post of Chief Executive
Date: 23 May 2018
Author: Chief Executive
Director of Organisational Development & Democratic Services

1. Purpose of the Report

- 1.1 To set out the process to recruit to the post of Chief Executive and ask committee to approve:
- What recruitment process is to be applied (a full external process or some other means)
 - The supporting documents to be used for selection purposes (the job description and person specification to be applied to the post)
 - The salary range to be applied to the post at advertisement
 - The timetable to be applied and, within the bounds of the Council Constitution, the role of the Committee and of officers in the recruitment and selection process.

2. Background

- 2.1 Members are aware that John Robinson has given notice of resignation from the post of Chief Executive to take up a new position as Chief Executive of Newark & Sherwood District Council. His last day in office will be Sunday 22 July 2018 and last day in work will be Friday 6 July 2018.

3. Proposals

- 3.1 The Standing Orders relating to Staff contained in the Constitution set out the process for the recruitment of the Chief Executive and Head of Paid Service. They require the Council to "...draw up a statement specifying the duties of the officer concerned, any qualifications or qualities to be sought in the person to be appointed... and to make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it..."

- 3.2 The Committee is therefore asked to consider what recruitment process is to be applied (a full external process or some other means). Unless there is good reason not to open a vacant post to external competition, it would be normal practice to advertise any vacant post openly.
- 3.3 There are no particular reasons that officers would draw to Members' attention to indicate why the post should not be openly and externally advertised. It is therefore proposed that the post of Chief Executive is externally advertised and that an external recruitment agency is commissioned to carry out this exercise. The cost of recruitment and selection will be met from vacancy savings against this post.
- 3.4 The Council, through this committee also needs to approve the job description and person specification to be used as "core documents" for the recruitment and selection processes for this post. A copy of these documents is attached at Appendix 1 for comment and approval by the Committee.
- 3.5 The Appointments and Conditions of Service Committee has powers, "To approve any proposals from the Chief Executive for any changes to salary levels (including ranges of salaries) for the Chief Executive and Chief Officers."
- 3.6 The table below shows current or recent pay for local district Chief Executives.
- 3.7 Excluding our own Chief Executive's pay, the median for the districts based on the figures shown is £107,941 and the mean average is £110,032.
- 3.8 Although the market has not been tested by attempted recruitment, Gedling BC Chief Executive's pay is below local market rates.
- 3.9 The options available include retaining pay at its current level and market testing or increasing pay more in line with local market rates.
- 3.10 The difficulty with the former strategy is twofold; firstly that each cycle of recruitment carries a cost in terms of time and money and so if we fail to attract then there will be financial consequence and secondly there will also be reputational issues associated with "getting it wrong" when going to the market.
- 3.11 Adopting the latter strategy carries a risk of over-paying if there are a number of candidates who are looking to progress their career. However, soft market testing would suggest that the national candidate pool for district council Chief Executive jobs may not be strong.
- 3.12 On balance, it is proposed that the Committee should consider increasing the Chief Executive's salary when the post is advertised. As a

suggestion, the Committee is invited to consider applying a salary range comprising three points of £108,000 - £110,000 - £112,000. This grading would seem to be attractive within the local market and would represent an increase of around 9.5% increase at the top of grade.

	Actual data at 30/11/17	Stated or derived data from 2017/18 Pay Policy Statements (* updated figure since issue of statement)					
	Gedling BC	Ashfield DC	Bassetlaw DC	Broxtowe BC	Mansfield DC	Newark & Sh DC	Rushcliffe BC (Old PPS 2016/17)
Chief Exec Salary (exc allowances etc)Top of grade.	£102,316	£106,600*	£103,938	£107,882*	£108,000*	£115,770	£118,000

3.13 The timetable below sets out indicative arrangements for recruitment but may be subject to minor variation as the process unfolds.

- Mid May** ACSC meets to consider the content of this report.
- Late May** External consultancy support engaged.
- End of May** Post advertised.
- End of July** Long list of candidates identified and sifted by consultants to recommend short list.
- Mid August** Short list of candidates recommended by consultants. Leader, Deputy Leader and Leader of the Opposition to determine final shortlist candidates to participate in an assessment process followed by final interview.
- End August** ACSC interviews and make recommendation for appointment to Council.
- September** Council considers recommendation and confirms appointment of successful candidate.
- November** Successful candidate takes up post.

3.14 In addition to the process to recruit to the post of Chief Executive, interim arrangements will need to be in place to ensure the smooth running of the organisation. A report will be presented to Council in due course to

seek approval for appropriate interim arrangements.

4. **Recommendation**

It is recommended that the Committee:

- 4.1 Agrees that the post of Chief Executive be filled through open and external competitive process.
- 4.2 Confirms the job description and person specification to be used for the purposes of selection.
- 4.3 Reviews the salary of the post of Chief Executive and applies a new three-point incremental scale of £108,000 - £110,000 - £112,000 from the point of selection of a new Chief Executive.
- 4.4 Endorses the indicative timetable of events to be applied to this recruitment and selection process.

5. **Appendices**

- 5.1 Appendix 1: Draft job description and person specification for the post of Chief Executive.

Appendix 1

Job description and person specification for the post of Chief Executive

CHIEF EXECUTIVE

EXE01

SALARY

Local Band

LOCATION

Civic Centre

RESPONSIBLE TO

Full Council

RESPONSIBLE FOR

All employees, as Head of Paid Service

JOB PURPOSE

To lead and manage the Council towards achieving the highest standards of Service and performance.

To enhance the democratic processes, providing appropriate support and resources to enable all Elected Members to effectively carry out their role.

To manage the interface between Elected Members and Senior Officers, maintaining the essential Member/ Officer partnerships and processes, including a positive and respectful relationship between Members and Officers.

To develop and support partnership working at local, regional and national level, securing improvements to services and quality of life to residents of the Borough.

MAIN DUTIES

1. Management

- 1.i To act as the Council's Head of Paid Service.
- 1.ii To secure improvements to services through the performance management framework. Allocating and redirecting resources as necessary to achieve improvements.
- 1.iii To lead and develop effective people management strategies, including learning and development to achieve the Council's vision and priorities.
- 1.iv To manage and guide the members of Senior Leadership Team (SLT), agreeing personal and service targets with them and supporting them through mentoring, training and development.

- 1.v To ensure that there are systems for, and a culture of effective performance management across the Council.
- 1.vi To ensure that the Council has in place, and adheres to appropriate governance and regulatory systems and controls that are modern, flexible, fit for purpose and proportionate.

2. Partnership and External Bodies

- 2.i To identify and provide resources to support partnerships ensuring that benefits are gained within the Borough.
- 2.ii To promote and represent the interests of the Borough and the Council at external events and meetings, including Civic duties.
- 2.iii To be the Council's representative in strategic partnerships. Ensuring delivery and review of the Council's elements of contribution to the community plan. Supporting the partnerships in their visions for the Borough and directing council resources where appropriate.

3. Policy Development

- 3.i To assist and support Elected Members in identifying their vision and priorities for the Borough.
- 3.ii To lead, develop and guide policy formulation throughout all services, to deliver the vision and priorities.
- 3.iii To identify and respond to trends and changing needs within the Borough, developing and reviewing policies to address these.

4. Democratic Processes

- 4.i To act as the Council's Electoral Registration Officer and Returning Officer. Ensuring the effective implementation of any elections as required.
- 4.ii To advise Political Group Leaders on any matters relevant to the Council's functions.
- 4.iii To support and develop the roles of all Elected Members including Cabinet, Scrutiny, Standards and other Committees and advise on decision making and policy development in a way consistent with the standards of corporate governance and legal administration.

5. Leadership

- 5.i To lead the Council's Senior Leadership Team, providing clear strategic direction to secure a corporate and co-ordinated approach.
- 5.ii To role model the Council's values and employment standards.
- 5.iii To provide strong visible leadership to support a corporate culture which aims for continuous service improvement and which recognises achievement and good practice.

6. Emergency Planning

- 6.i To lead the Council in the event of an emergency

7. Diversity

- 7.i To value diversity and ensure that the Council provides full and equal access for all people to its services and employment opportunities.

This post is formally designated as politically restricted within the meaning of the Local Government and Housing Act 1989.

The above is not intended to be a full definition of the duties or conditions of service relating to the post and is given only as an indication of the principal duties and conditions relevant at this time.

PERSON SPECIFICATION FOR POST OF CHIEF EXECUTIVE

DATE: APRIL 2018

QUALIFICATIONS/KNOWLEDGE	MEASUREMENT			
	A	I	T	D
Educated to degree level or equivalent	✓			✓
Sound understanding of local government finance and governance	✓	✓	✓	
Leadership/management qualification	✓			✓
Evidence of continuous professional and leadership development	✓	✓		✓
Comprehensive understanding of the role of local government and public sector reform	✓	✓	✓	
Sophisticated understanding of key equalities issues and how to address these	✓	✓	✓	
EXPERIENCE	MEASUREMENT			
	A	I	T	D
Successful track record as a senior officer in a relevant organisation	✓	✓	✓	
Evidence of the management of a range of substantial services	✓	✓		
Proven track record of leading organisational change	✓	✓	✓	
Able to demonstrate consistent achievement over a number of years and over a range of services, of delivering public service improvements and reduced costs	✓	✓	✓	
Evidence of implementing new models of public service delivery	✓	✓	✓	
Evidence of identifying, developing and delivering opportunities for commercial development	✓	✓	✓	
Ability to lead a broad cross-section of staff and partners at all levels	✓	✓	✓	
Evidence of a personal leadership contribution to creating a more commercial and entrepreneurial culture within a public sector organisation	✓	✓	✓	

Strong track record of building excellent working relationships across the public, private and voluntary sectors		✓	✓	✓	
SKILLS AND PERSONAL ATTRIBUTES		MEASUREMENT			
		A	I	T	D
• Commands confidence and credibility at the highest levels			✓	✓	
• Ability to empower and motivate individuals and multi-disciplinary teams		✓	✓	✓	
• A corporate player; role models loyalty, integrity and a collaborative approach		✓	✓	✓	
• Able to solve complex and sensitive problems and produce practical and imaginative solutions		✓	✓	✓	
• Politically astute and highly skilled in managing relationships with elected members		✓	✓	✓	
• Demonstrable ability to work within a challenging and complex environment		✓	✓	✓	
• Excellent communicator, including strong negotiation and influencing skills		✓	✓	✓	
• Skilled at initiating, developing and maintaining partnerships/networks		✓	✓	✓	
• Proven skills of effective conflict management		✓	✓	✓	
• Performance focused, able to plan and co-ordinate resources to meet deadlines and objectives		✓	✓	✓	
• Ability to think strategically and to produce and deliver strategies and action plans		✓	✓	✓	
• Meets the standards of the Gedling Employee, Manager and Leader			✓	✓	
• Ability and willingness to travel inside and outside the Council area as required		✓			
• Ability and willingness to work evenings and weekends		✓			
A – Application	I – Interview	T – Test	D – Documentary Evidence		

Revised April 18