

Scrutiny Task and Finish Panel Agenda



Senior Recruitment Task and Finish Scrutiny Panel Thursday, 15th December, 2011

Place: Committee Room 2, Civic Offices, High Street, Epping

Time: 7.30 pm

Democratic Services Officer: Simon Hill, Democratic Services
Tel: 0992 564249 Email:
Democraticservices@eppingforestdc.gov.uk

Members:

Councillors K Angold-Stephens (Chairman), R Bassett, Mrs A Grigg, D Stallan and
J M Whitehouse

THE DEADLINE FOR THE SUBMISSION OF ALTERNATES TO THIS MEETING IS
18:30 HOURS

1. APOLOGIES FOR ABSENCE

2. ALTERNATE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Assistant to the Chief Executive) To report the appointment of any alternate members for the meeting.

3. DECLARATIONS OF INTEREST

(Assistant to the Chief Executive). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

4. NOTES OF THE LAST MEETING (Pages 3 - 6)

To consider the notes of the last meeting (attached).

5. TERMS OF REFERENCE

To note the Terms of Reference for the Panel as follows:

1. To consider and formulate a written procedure for reporting complex and sensitive senior officer employment contracts to members;
2. To consider the scope and agree positions to which these arrangements should apply (eg. Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and other statutory officers);
3. To formulate a procedure on how the Council seek advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases;
4. To bring any other recruitment issues arising from the review to the attention of the Committee for the Appointment of the Chief Executive;
5. To report to the Overview and Scrutiny Committee with recommended procedures by 6 March 2012.”

6. INFORMATION GATHERING AND EVIDENCE (Pages 7 - 94)

The following documents have been attached for members consideration:

- (1) A process diagram for Senior Officer Recruitment;
- (2) Chief Officer Recruitment – Guidance Note;
- (3) Chief Executive – Job Profile;
- (4) Example Council Contract;
- (5) Responses from officers on the proposed review where received;
- (6) Copies of previous reports to Council on appointments 2007 and 1992 (Restricted members only)

The Assistant Director, Corporate Support Services (HR) will be attending the meeting to give evidence to the Panel. Responses from members of the Public Law Partnership will follow.

7. FUTURE MEETINGS

To agree a programme of dates for meetings.

**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF SENIOR RECRUITMENT TASK AND FINISH SCRUTINY
PANEL
HELD ON THURSDAY, 10 NOVEMBER 2011
IN COMMITTEE ROOM 2, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.30 - 9.00 PM**

Members Present:	K Angold-Stephens (Chairman), Mrs A Grigg, D C Johnson, D Stallan and J M Whitehouse
Other members present:	Mrs D Collins and Mrs L Wagland
Apologies for Absence:	R Bassett
Officers Present	C O'Boyle (Director of Corporate Support Services) and S G Hill (Senior Democratic Services Officer)

Also in attendance:

1. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

It was reported that Councillor Johnson was the alternate member in place of Councillor Bassett.

2. DECLARATIONS OF INTEREST

(1) Councillors D Collins and A Grigg declared personal interests in item 4 (Scoping Report) by virtue of being party to meetings with the former Chief Executive. The members stated that they proposed to remain in the meeting for the duration of the debate.

(2) Councillor Wagland declared a personal interest item 4 (Scoping Report) by virtue of being Portfolio Holder and Leader. The member stated that she proposed to remain in the meeting for the duration of the debate.

(3) Councillor Angold-Stephens a personal interest item 4 (Scoping Report) by virtue of being on the Panel that had appointed the current Acting Chief Executive. The member stated that she proposed to remain in the meeting for the duration of the debate.

3. SCOPING REPORT

Members discussed a scoping report:

Agreed:

(1) That the final report of the Panel be aimed at the 6 March meeting of the Overview and Scrutiny Committee;

(2) That the officers to which the future process apply be limited to Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and other statutory officers;

(3) That the Aims and Objectives of the Panel be agreed and recommended to Overview and Scrutiny Committee as follows:

“To bring forward a procedure for the reporting of complex and sensitive contracts to members and a procedure to be followed in the event of such contracts being entered into.

To report their findings to the Overview and Scrutiny Committee for onward consideration by the Council.

To have agreed written procedures in place in time to inform the outcome of the recruitment to the position of Chief Executive which is currently vacant and any issues arising from the review by Ernst and Young in respect of the corporate management structure. “

(4) That the Terms of Reference of the Panel be agreed and recommended to Overview and Scrutiny Committee as follows:

“Terms of Reference

1. To consider and formulate a written procedure for reporting complex and sensitive senior officer employment contracts to members;

2. To consider the scope and agree positions to which these arrangements should apply (eg. Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and other statutory officers);

3. To formulate a procedure on how the Council seek advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases;

4. To bring any other recruitment issues arising from the review to the attention of the Committee for the Appointment of the Chief Executive;

5. To report to the Overview and Scrutiny Committee with recommended procedures by 6 March 2012.”

(5) That the following be brought forward to member at the next meeting:

(a) Copies of best practice and potential pitfalls supplied by Public Law Partnership authorities;

(b) Options for seeking advice in future recruitment exercises;

(c) A process map of current procedure for such appointments;

(d) Copies of previous reports on recruitment procedures;

(e) The views of Acting Chief Executive, Section 151 Officer, Chief Internal Auditors and Assistant Director on the processes involved;

(6) That the following draft timetable be agreed:

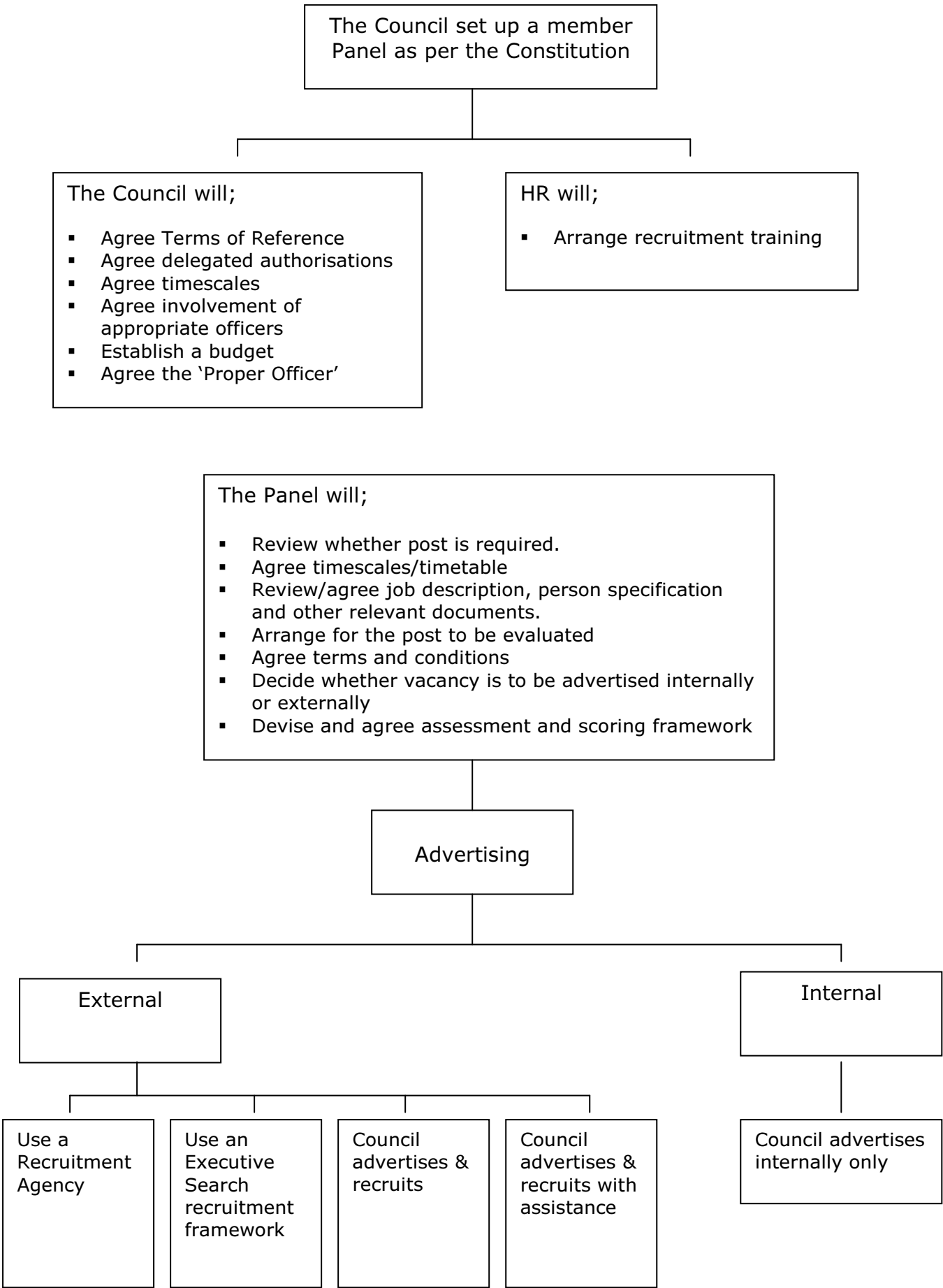
Meeting	Date	Purpose and Outcome
First meeting of the Panel	10 November 2011	To have agreed the aims, objectives, terms of reference; information/evidence required and timetable
Second meeting of the Panel	15 December 2011	To receive and consider information/evidence
Third meeting of the Panel	TBA	To consider findings of the review and compile recommendations for the final report.
Overview and Scrutiny Committee	6 March 2012	To receive the formal procedures and related recommendations

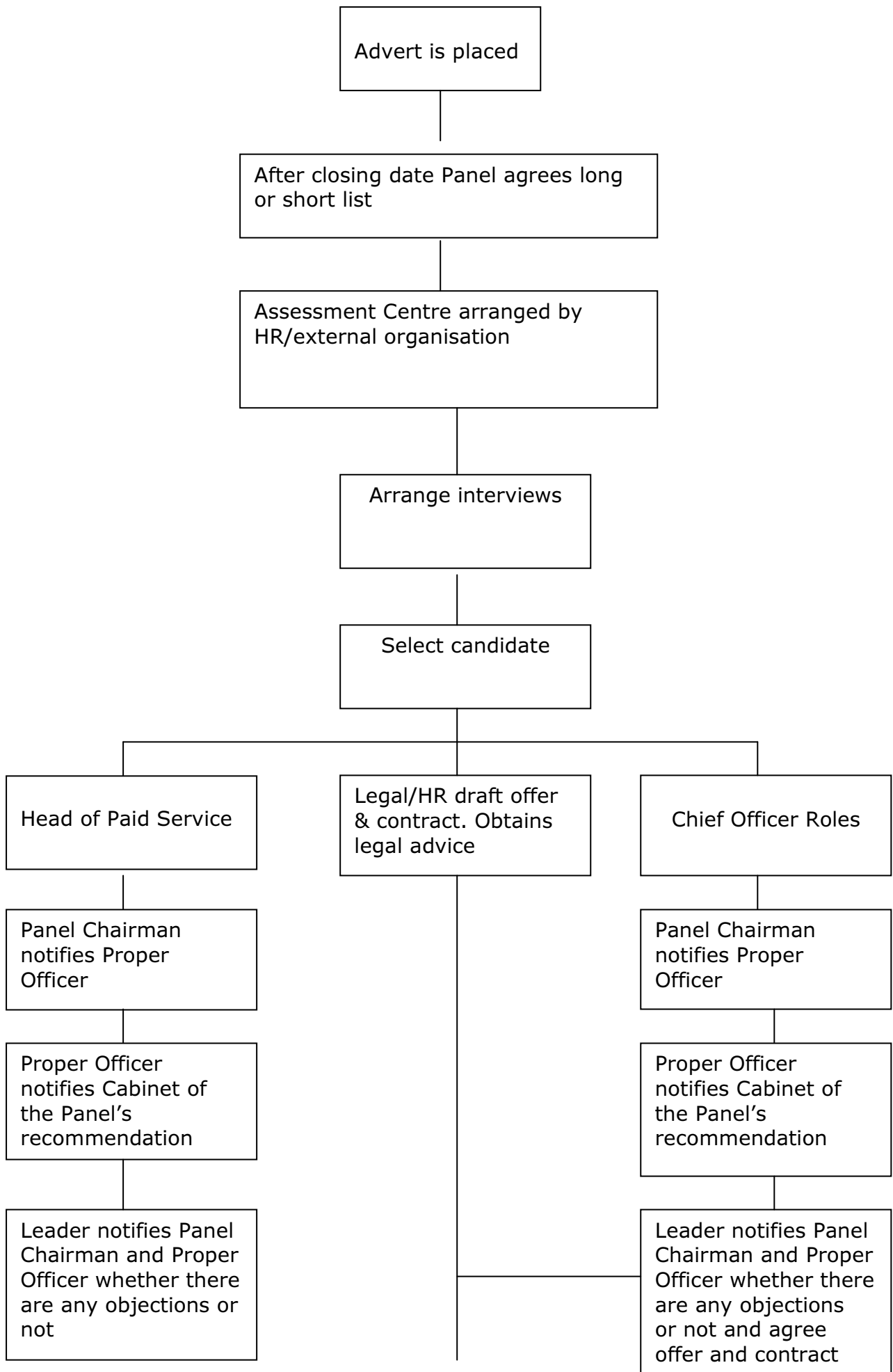
4. FUTURE MEETINGS

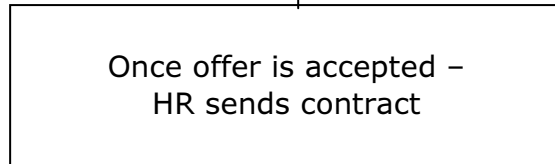
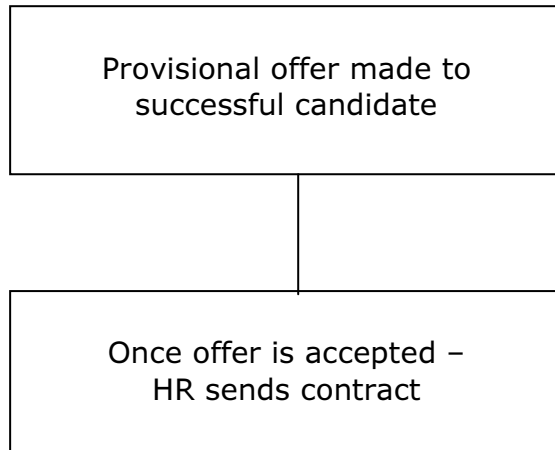
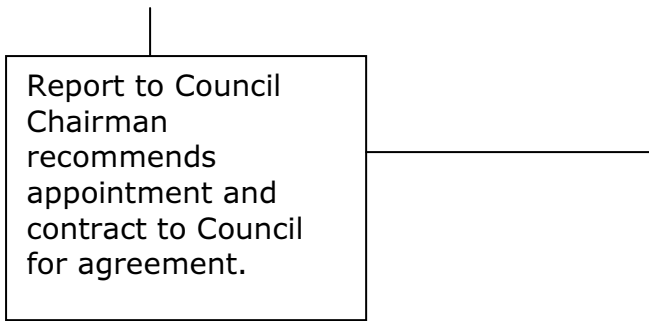
Agreed that the next meeting of the Panel should be held on 15 December 2011 at 7.30 pm.

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SENIOR OFFICER RECRUITMENT 'AT A GLANCE'







Reports to the Council and Cabinet will vary in content and frequency as they will be determined by the Terms of Reference set by Council for each appointment.

There are many options and variables contained within a recruitment process for Chief Officers and this document should be used in conjunction with the guidance note and the Council's Constitution.

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Chief Officer Recruitment – Guidance Note

Recruitment Panel

- The Council is required to set up a member Panel as per the Constitution.
- The Council will agree;
 - The Panel's Terms of Reference
 - The Panel's delegated authorisations i.e. to carry out the process and recommend an appointment to Council, or recommend a long list/short list, interview process etc
 - Timescales
 - The relevant officers to be involved, i.e. HR Advisor, Legal Advisor, Senior Committee Secretary
 - To establish a budget for recruitment and potential legal costs
 - To nominate the 'Proper Officer' in accordance with the Council's Constitution.
- HR will arrange recruitment training for the Panel, including its responsibilities contained within the Constitution.

The Panel should;

- Review whether post is required. Can work be carried out a different way? This can be carried out with CE if appropriate
- Agree timescales/timetable for the campaign
- Review/agree job description, person specification and other relevant documents.
- Arrange for the post to be evaluated if appropriate
- Agree terms and conditions that the post will be offered on, this maybe subject to legal advice, Council agreement
- Decide whether vacancy is to be advertised internally or externally
- The Panel will be required to devise and agree their assessment and scoring framework

Membership of Recruitment Panel

- To recruit to the Head of Paid Service/Chief Executive - Members, HR advisor and assisting organisation if appropriate
- To recruit to Chief Officer - Members, Head of Paid Service/ Chief Executive, HR advisor and assisting organisation if appropriate

Advertising

If the Panel wish to advertise the role externally there are a number of options they could consider;

- Using a Recruitment Agency with no recruitment advertising campaign
- Using an Agency/consultancy/executive search. There are a number of frameworks which already exists that the Council can use;
 - Essex County Council
 - London Boroughs (will have to pay a fee to join approx £250)
- Advertise and recruit ourselves
- Advertise and recruit ourselves with assistance from the East of England Local Government Association (EELGA), or the Essex HR Partnership (Vine HR)

The Panel can decide to advertise internally only. The Panel still may wish an external organisation to manage the process.

Process

Once the job description, person specification, salary and terms & conditions are agreed an advert can be placed.

Once the closing date has passed a long or short list is agreed using the agreed assessment and scoring framework.

The Council can work with a Recruitment Agency/Consultants/Executive Search organisation to develop/organise an 'assessment centre' i.e. psychometric tests, presentations, reports, interviews, group & individual exercises.

Or this could be devised arranged internally with assistance from Vine HR or EELGA.

Appointment/Offer

The Panel is required to follow the appointment process set out in the Council's Constitution.

Constitution

The relevant information for the appointment of Senior Officers is contained in the Council's Constitution in the section titled 'Officer Employment Procedure Rules'.

Contract

HR/Legal will draft the provisional offer letter and Statement of Particulars and submit them to Counsel or the Essex Legal Partnership for advice.

Reports to Council/Cabinet

Reports to the Council and Cabinet will vary in content and frequency as they will be determined by the Terms of Reference set by Council for each appointment.

EXAMPLE

JOB PROFILE *draft as at 20 9 10*

CHIEF EXECUTIVE Epping Forest District Council

The Role:

- To lead and inspire officers to deliver the vision, values and objectives of the Council.
- To ensure that all resources are used effectively in a co-ordinated way to deliver excellent customer services to local residents.
- To work in partnership with Members, the Corporate Management Team, Officers and key stakeholders to provide leadership, strategic direction and change management to the Council.
- To ensure that Epping Forest Council is at the forefront of modern and effective local government and in doing so, to lead on initiatives arising from new legislation affecting local government.
- To be an ambassador for the Council and ensure it is fully engaged with stakeholders and communities.
- To be the Head of Paid Service for the Council.
- To lead the Council's response to the changing financial climate over the coming years by reassessing service delivery models, delivering efficiencies and seeking out opportunities for partnership working.
- To operate locally, regional and internationally as an ambassador for Epping Forest.

Key Accountabilities:

Leadership and Management

- Work in partnership with Members and guide, support and advise them on the development and implementation of the Council's policies.
- Provide decisive leadership for the organisation in pursuing the vision, strategic goals and priorities of the Council.
- Create a business like culture of continuous improvement and integration.
- Inspire and shape the organisation to deliver effective and efficient services.
- Promote learning and development and support a performance management culture.
- Lead and develop the Corporate Management Team to ensure that all resources are deployed effectively.
- Promote the development of effective policies and services in response to the changing demands imposed by legislation, government intervention and service demands.
- Provide leadership and vision by including modern business methods and technology.

Member Relations

- Act as principal advisor on policy and ensure Members are able to formulate and determine policy in a way consistent with the effective, financially prudent and legal operation of the Council.
- Establish and maintain effective working relationships with the Leader of the Council, other Political Group Leaders and all Members.
- Work with political understanding and sensitivity, whilst acknowledging the political framework of the Council.

- Promote a culture of political awareness that helps translate political will into appropriate future strategies.

Service Delivery

- Ensure that all service delivery is customer focused.
- Provide a framework within which to challenge service provision ensuring that effective and efficient services are delivered.
- Provide good value for communities through public engagement, maximising resources, incorporating best practice and utilising new technology and innovation.
- Ensure that service delivery is supported by a comprehensive performance management system that tracks the implementation of corporate priorities and objectives for the organisation.
- Provide leadership in the Council's desire to work in partnership with key partners including the County Council, Town and Parish Councils, Police, Health and the Voluntary sector to deliver services.
- Ensure the Council is commercial in its approach to financial and human resource management.

Reputation Management

- Proactively promote and market a positive image of the Council as an effective service provider and as a place to live and work.
- Continue to build the profile of Epping Forest locally, regionally and nationally.

Valuing Diversity

- Promote the Council's commitment to valuing diversity and providing equal access to service delivery.
- Ensure the Council's commitment to equality of opportunity for all employees and Members within a culture of fairness, equality and respect is achieved.

Other

- Undertake all duties in accordance with the Council's policies and statutory obligations.

PERSON SPECIFICATION

Background and Experience:

- Evidence of proven achievement at senior management level within the public sector environment.
Such experience will be assessed against the following criteria:
 - Successful track record of giving professional advice to, and building productive working relationships with, senior managers and/or Elected Members.
 - Demonstrable success in change and improvement management, managing a diverse range of services and translating organisational ambitions into real achievements and service delivery improvements.
 - Demonstrable success in developing partnerships and collaborative ways of working in order to secure greater levels of efficiencies.
 - Successful track record of establishing a strong performance culture, effective performance and service quality evaluation that involves users and drives up standards and performance.
 - Operating in an environment where the engagement of local people is critical to the reputation of a Council.
 - Considerable involvement in the preparation, management and control of complex budgets and capital programmes, including budget formulation, rigorous financial monitoring and control.
 - Experience of leading and motivating a team of senior professional and managerial staff to a high level of achievement.
 - A strategic knowledge and understanding of the benefits of using technological solutions.
 - Achievement of equal opportunities in both employment and service delivery and a demonstration of personal leadership in the value of diversity.
 - A proven track record of implementing effective, innovative strategy in a large, multi-disciplinary environment.
 - Qualified to degree level or equivalent. Some advanced management qualifications are desirable although a proven interest in personal and organisational development is essential.

Personal Qualities:

- Highly motivated, enthusiastic and an excellent communicator.
- An effective, highly visible leader with an approachable style who is also prepared to challenge and take risks.
- Committed, robust and resilient enough to work within a changing, challenging and complex environment.
- Strategic change enabler
- A team worker who can motivate and work across boundaries and achieve performance and results through others.
- An inspirational, motivational, enthusing leader and corporate player.
- Personality, conduct and credibility that engages and commands the confidence of Councillors, senior managers, staff, local communities, external partners and other stakeholders.
- Strong partnership ambassador for the Council and the locality.
- Proven business and commercial acumen in the management of public sector resources.
- Committed to local democracy, social justice and accountability to the community.
- Objective and outcomes focused.
- Able to build a strong working relationship with the Leader, manage expectations and deliver results.

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Epping Forest District Council

STATEMENT OF WRITTEN PARTICULARS

EXAMPLE

NAME AND ADDRESS OF THE COUNCIL: Epping Forest District Council
Civic Offices
High Street
Essex
CM16 4BZ

NAME OF EMPLOYEE:

COMMENCEMENT OF EMPLOYMENT DATE:

CONTINUOUS SERVICE DATE:

DATE STATEMENT ISSUED:

POST REFERENCE:

EMPLOYMENT STATUS

Your employment will be on a fixed term for on and will terminate on.

Your employment will be on a temporary basis for.

This employment is on a job-share basis. In the event of your job share partner's employment terminating, you will be offered the full time post. If this is unacceptable, efforts will be made to recruit another job share partner for you. If this is unsuccessful and a review of operational needs of the section show that full-time cover for the post continues to be needed, we will try to redeploy you to another vacancy, but, if this is not possible, your employment will be terminated.

You have been appointed as in the Council's Directorate of. Any job description is not to be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your post and in addition as a term of your employment, you may be required to undertake various other duties and/or hours of work as may be required of you.

CRIMINAL RECORDS BUREAU CHECK (CRB)

This post has been designated as requiring a CRB check. In addition to the initial pre-employment check the Council will undertake subsequent checks at every 3rd year of your employment in this post and you are required to comply with this process.

LOCATION

Your principal work location will be, and the principal address of the organisation is given above. However, you may be required to report to work at any office or depot within the Epping Forest District as dictated by service needs, or deemed necessary by your line manager.

SALARY

Your commencement salary is £per annum (Spinal Column Point) within Grade. Additionally, you will receive a London Inner Fringe Allowance of £

Your hourly rate is £.

Your hourly rate is £which includes reimbursement for annual leave.

Your salary is calculated as follows;

$$\frac{\text{Full time salary}}{52 \text{ weeks}} \times \text{number of weeks} \times \text{full time equivalent} + \text{annual and Bank Holiday Leave entitlement}$$

The final salary will be divided by 12. (Term-time only).

STANDBY/CALL OUT ARRANGEMENTS

Please see Conditions of Employment and clarify with Service.

HOURS OF WORK

You will work hours per week Monday to Friday.

Flexible working arrangements do apply to this job. For further information please refer to the 'General Rules of the Flexitime Scheme' which are available for reference during working hours in the HR Unit, Civic Offices, Epping.

You will be expected to work an average of hours per week which will normally be am to pm between to. This may be varied subject to the needs of the service.

Your hours are variable each week and will be organised in conjunction with management.

You are employed term time only basis for a total of weeks per year for number of hours per week/ year.

You are required to work x hours over a 7-day period including weekends and bank holidays on a rota basis agreed by management.

The grade for the post reflects this requirement

or

You will receive appropriate enhancements to reflect your hours of work.

or

The grade for your post takes into account the requirements of working outside normal office hours.

You will be subject to seasonal working hours, working a longer week in the summer and a shorter week in the winter. Total hours are based on the requirement to work an average of 36 hours per week per year.

You will be expected to work hours overtime which will be considered as contractual. You and the Council, as your employer, will be required to pay Superannuation contributions on this amount. You will receive this amount when you are absent from work due to sickness and when on annual leave. If your sick pay entitlement is reduced to half or nil pay the overtime payment will be reduced accordingly.

The provisions concerning overtime and other allowances are contained within the Staff Handbook or other Local Agreements, which are available for reference during working hours in the HR Unit, Civic Offices, Epping.

HOLIDAY ENTITLEMENT

EFDC offer the choice of two annual leave periods:-

- 1st April to 31st March
- 1st October to 30th September

Please liaise with your Line Manager to determine which period will apply to you.

The annual leave entitlement of employees leaving or joining the authority is pro rata to their completed service during the leave year, as follows;

GRADE	BASIC	AFTER 5 YRS	AFTER 10 YRS
Up to and including SCP28	21	25	26

SCP 29 and above	23	27	28
Chief Executive /Deputy			
Chief Executive/Directors	25	30	33

In addition to the above holiday entitlement you are also granted 2 statutory days. The Council has fixed these 2 days until 2013 to facilitate a shutdown over the Christmas and New Year period. These arrangements will be reviewed in 2013.

CAR ALLOWANCES

CASUAL USER ALLOWANCE

This post is currently eligible for Casual User Car Allowance. You have a responsibility to ensure that your car is adequately insured for business use, have a valid MOT and tax certificate.

ESSENTIAL USER ALLOWANCE

Essential User Car allowance is attached to this post. You have a responsibility to ensure that your car is adequately insured for business use, have a valid MOT and tax certificate.

Your business mileage will be reviewed on an annual basis and if you do not meet the criteria set out in the Car and Cycle Allowance Policy the essential user lump sum and essential user status will be withdrawn. Any change in eligibility will be notified in writing giving one months notice.

Please note the car lease scheme has been suspended and the Council is reviewing its car leasing arrangements, including reducing or removing the scheme.

POLITICALLY RESTRICTED POSTS

This post is politically restricted and you are automatically disqualified from standing for or holding elected office. You are also restricted from:-

- i) canvassing on behalf of a political party or a person who is or is seeking to be a candidate;
- ii) speaking to the public at large or publishing any written or artistic work that could give the impression you are advocating support for a political party.

SPECIFIED POSTS

You are politically restricted without rights of appeal for exemption.

SENSITIVE POSTS

You can appeal to be exempted from the list on the grounds that the criteria has been wrongly applied to you.

OR

This post is not Politically Restricted.

DECLARATION OF INTEREST

You must inform the Council in writing of any interests that you have with outside bodies/employment/relationships/other interests, in accordance with the Council's Staff Code of Conduct, which may result in a conflict of interest within your employment. This must be done at

the commencement of your employment and at any time when a potential conflict of interest arises, or other matter covered by the Staff Code of Conduct.

SICKNESS, ABSENCE AND SICK PAY

The entitlements are as follows;

Service	Entitlement
During 1 st year of service	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
During 3 rd year of service	4 months full pay and 4 months half pay
During 4 th and 5 th year of service	5 months full pay and 5 months half pay
After 5 years service	6 months full pay and 6 months half pay

The provisions relating to sickness payments and reporting procedures are contained in the relevant national agreement and set out in the Council's Managing Absence Procedure which is available for reference during working hours in the HR Unit, Civic Offices, Epping.

NOTICE PERIODS

Notice to terminate this employment is in accordance with the statutory provisions as follows;

Notice we must give to you

<u>Completed Period of Continuous Employment</u>	<u>Minimum Notice</u>
Less than 2 years	one week
2 but less than 12 years	1 week for each completed year
12 years or more	three months

No notice will be required or given to bring your contract to an end when attaining normal retiring age.

Notice you must give to us

The minimum period of notice that you are required to give in writing is;

<u>Grade</u>	<u>Minimum Notice</u>
Upto and including SCP 28	one month
SCP 29 and above	two months
Heads of Service/Corporate Directors/Chief Executive	three months

COLLECTIVE AGREEMENTS

During your employment with the Council your terms and conditions will be in accordance with;

- the conditions of service determined by the NJC/JNC as and where adopted by this Authority and as amended from time to time by the Council, and
- other local conditions of service which have been established through the local collective bargaining process (with recognised trade unions) or which have been otherwise determined by the Authority.

Other local conditions of service include but are not limited to:

Maternity provisions
Health and Safety provisions
Training
Flexible Hours Scheme

Redundancy & Redeployment
Pay Protection
Conduct
Miscellaneous leave

Documents are available for reference during office hours in the HR Team, Civic Offices, Epping.

INDUCTION REVIEWS

A review will be carried out at 3, 6 and 9 months with your line manager or section head to agree performance and targets. In cases where performance does not meet the agreed standards despite targets being agreed and additional training given, it will be necessary to consider a capability case under the Council's Capability procedure.

DISCIPLINARY RULES

The Council's disciplinary and appeal procedures will apply to you. Full details are set out in the Council's Disciplinary Procedure, which is available for reference during working hours in the HR Unit, Civic Offices, Epping. The Council reserves the right to amend this procedure from time to time.

GRIEVANCE

The Council's grievance procedure will apply to you. Full details are set out in the Council's Grievance Procedure, which is available for reference during working hours in the HR Unit, Civic Offices, Epping. The Council reserves the right to amend this procedure from time to time.

EQUAL OPPORTUNITIES

The Council is committed to and working towards the provision of full equality of opportunity in service delivery and employment. You are expected to contribute to the achievement of this objective. A full description of responsibilities are contained within the Equal Opportunities Policy and Equal Opportunities in Employment Policy, which is available for reference during working hours in the HR Unit, Civic Offices, Epping. The Council reserves the right to amend this procedure from time to time.

Any breaches of the Equal Opportunities Policies will be dealt with through the disciplinary procedure. Serious offences, such as harassment, will be treated as gross misconduct.

PENSIONS

Providing you are aged under 75, and are to be employed for more than 3 months, you will automatically be entered into the Council's pension scheme (The Local Government Pension Scheme) regardless of hours worked.

Your position with regard to pension is set out in the Local Government Superannuation Act and Regulations, further information can be obtained from the payroll team in the first instance.

SIGNED..... DATE

On behalf of Epping Forest District Council

Iunderstand and accept the terms within this Statement of
Particulars.
(please print name)

SIGNED..... DATE

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To: Colleen O'Boyle – Director of Corporate Support Services

From: Bob Palmer - Director of Finance & ICT

Date: 24 November 2011

Your ref: CSS/COB/SH/fhb

Our ref:



Epping Forest District Council

Task and Finish Panel – Senior Recruitment

Thank you for your letter of 16 November 2011, concerning the above. I can think of no specific issues outside the existing Terms of Reference that the Panel should consider.

A handwritten signature in black ink, appearing to read 'Bob Palmer', with a long, sweeping horizontal stroke extending to the right.

Bob Palmer
Director of Finance & ICT

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of the Local Government Act 1972.

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