

Committee Agenda



**Epping Forest
District Council**

Senior Management Selection Panel Thursday, 6th September, 2018

You are invited to attend the next meeting of **Senior Management Selection Panel**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping
on Thursday, 6th September, 2018
at 5.00 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer**

S. Tautz (Ext 4243)
democraticservices@eppingforestdc.gov.uk

Members:

Councillors C Whitbread (Chairman), M Sartin (Vice-Chairman), A Grigg, R Jennings, G Mohindra, C P Pond, J M Whitehouse

PLEASE NOTE THE START TIME OF THIS MEETING

BUSINESS

- 1. APOLOGIES FOR ABSENCE**
- 2. TERMS OF REFERENCE**

To note the following terms of reference for the Panel that were agreed by the Council at its meeting on 21 December 2017:

“In accordance with the Officer Employment Procedure Rules set out in Part 4 of the Council’s Constitution:

- to undertake the recruitment and selection of Chief Executive and Chief Officer positions as necessary;
- to appoint to the proposed Chief Officer positions subject to the Objection Procedure;
- to recommend the appointment (if necessary) of the Chief Executive to the Council subject to the Objection Procedure;
- to undertake the functions of the redundancy panel procedure including:

- (i) ensuring that those affected are informed and consulted;
 - (ii) considering proposals to make any Chief Officer post holders redundant;
 - (iii) taking into account consideration of alternative proposals from those affected by such proposals; and
 - (iv) whether alternative positions may be available;
- (e) consequent on (d) above, notifying the Executive and making recommendations to Council accordingly; and
- (f) to make recommendations to the Council on designations of the statutory officers positions and their deputies as necessary”.

3. MINUTES (Pages 5 - 6)

To confirm the minutes of the meeting of the Panel held on 26 June 2018.

4. PEOPLE STRATEGY - APPOINTMENT OF CHIEF EXECUTIVE (Pages 7 - 28)

To consider arrangements for the recruitment and appointment of the Council's Chief Executive. The following documents are attached with regard to the recruitment and selection of the Chief Executive:

- the job description for the current Chief Executive position and the role profile (for comparison) for the Council's Strategic Director positions;
- the guidance note and flow chart for chief officer appointments developed following an overview and scrutiny review in 2011/12; and
- the proposed timeline for the recruitment and appointment of the Chief Executive.

It is proposed that interviews for the Chief Executive position be held on 11 and 12 December 2018. The Assistant Director (People Team and Business Support) will report to the Panel with regard to arrangements for the recruitment and selection process.

5. EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Paragraph Number	Information Number
5	People Strategy - Appointment of Strategic Director	1	

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any

currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers: Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

6. PEOPLE STRATEGY – APPOINTMENT OF STRATEGIC DIRECTOR

To undertake the further shortlisting of applications for appointment to the Council's new Strategic Director positions.

Representatives of Solace in Business will be in attendance at the meeting to present applications received to the Panel. The report of Solace in this regard will be circulated separately.

7. DATE OF NEXT MEETING

To agree arrangements for the next meeting of the Panel, if required.

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EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Senior Management Selection Panel **Date:** Tuesday, 26 June 2018

Place: Committee Room 2, Civic Offices, High Street, Epping **Time:** 9.00 am - 2.30 pm

Members Present: C Whitbread (Chairman), M Sartin (Vice-Chairman), A Grigg, R Jennings, G Mohindra, C P Pond and J M Whitehouse

Apologies: None

Officers Present: D Macnab (Acting Chief Executive), P Maginnis (Assistant Director (People Team & Business Support))

Also in attendance: T. McDougall (Solace in Business), S. Smith (Aylesbury Vale District Council)

1. TERMS OF REFERENCE

The Panel noted its terms of reference, that had been agreed by the Council at its meeting on 21 December 2017.

2. PEOPLE STRATEGY – APPOINTMENT OF STRATEGIC DIRECTORS

The Panel undertook selection interviews for appointment to the Council's two new Strategic Director positions and received a presentation from each of the candidates for the posts.

Members of the Panel were supported in the interview process by Ms. T. McDougall of Solace in Business and Ms. S. Smith of Aylesbury Vale District Council, who provided feedback to the Panel on the technical assessment of each of the candidates interviewed for the Strategic Director roles.

RESOLVED:

- (1) That Ms. G. Blakemore be appointed to the role of Strategic Director; and
- (2) That no appointment be made to the remaining Strategic Director position at the present time.

CHAIRMAN

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EPPING FOREST DISTRICT COUNCIL JOB DESCRIPTION

JOB TITLE: Chief Executive **POST NO:** XEX/01

PURPOSE OF THE JOB: Working closely with Elected Members to deliver the Council's priorities and objectives.

To represent the Council in major local and regional partnerships to achieve improved outcomes for local people and promote the interests of the Council.

To lead and inspire officers to deliver the vision, values and objectives of the Council.

DIRECTLY ACCOUNTABLE TO: Leader of Council: Performance Management Executive Functions

The Council: Head of Paid Service including statutory duties under the relevant legislation
Other regulatory functions

DIRECTLY RESPONSIBLE FOR: Corporate Management Team
Assistant to Chief Executive
Chief Internal Auditor
Executive Assistant

MAIN DUTIES AND RESPONSIBILITIES:

THE ROLE:

- To create and maintain an effective organisation which delivers on the Council's objectives, strategies and policies. Leading and implementing restructurings of the Council to achieve this as appropriate.
- To ensure that all resources are used effectively in a co-ordinated way to deliver excellent customer service 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 the Council is aware and able to take advantage of opportunities arising from new legislation or elsewhere to deliver modern and effective local government to our residents and business community.
- To represent the Council and ensure it is fully engaged with stakeholders and local communities.
- To lead the Council's response to the changing financial climate by reassessing service delivery models, delivering efficiencies and seeking out opportunities for partnership working. Identify and assess risks/threats associated with this changing climate and lead on the most appropriate courses of action for the Council.

- To ensure that the Council is proactive in the economic development of the district, establishing appropriate links with the business community and supporting members in new initiatives to maximise opportunities.
- To ensure that the Council and Officers continue to work and make decisions with probity and within proper procedural and legal frameworks.

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 delivering the vision, strategic goals and priorities of the Council.
- Create a business like culture of continuous improvement and corporate integration by ensuring cross Council working.
- 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 they promote a leadership vision to the organisation and 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.

Member Relations

- Act as principal advisor on policy and ensure Members are able to formulate and determine strategic policy in a way which is efficient, effect, financially prudent and in accordance with the Council's statutory duties.
- Establish and maintain effective working relationships with the Leader of the Council, the Cabinet, Chairman of Council, other Political Group Leaders, Overview & Scrutiny Chairmen and all Members.
- Work with political understanding and sensitivity, whilst acknowledging the political framework of the Council, keeping Elected Members informed and involved in a timely and effective manner.
- Promote a culture of political awareness that helps translate political will into appropriate future strategies.
- Work within the Protocol for managing the relationship between the Head of Paid Service and elected members as set out in the Council's Constitution.

Service Delivery

- Achieve high quality services of best value by the development and effective use of all resources and securing performance through target setting, monitoring and reviewing.
- Ensure that all service delivery meets the needs of residents and provides good value.
- Provide a framework within which to challenge service provision so that alternative delivery methods can be considered to ensure that effective and efficient services are provided.
- Ensure the Council is resourceful and robust in its approach to financial and human resource management.

Reputation Management

- To protect and enhance the positive image of the Council to the residents and business community of the district. Ensure that it is known as an innovative and transparent Council.
- Continue to build the reputation of Epping Forest District Council locally, regionally and nationally.

- Provide leadership in the Council's desire to work in partnership with key partners including the County Council, Town and Parish Councils, LSP, neighbouring authorities, the Voluntary sector and a range of external agencies to deliver services.

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.

POLITICALLY RESTRICTED POST:

Yes

REHABILITATION OF OFFENDERS ACT 1974:

Not Exempt

CRB CHECK:

Not applicable

Signed: _____ Date: _____
(Leader of the Council)

Signed: _____ Date: _____
(Post Holder)

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EPHING FOREST DISTRICT COUNCIL ROLE PROFILE

JOB TITLE: Strategic Director

PURPOSE:

The Strategic Director is responsible for the successful leadership and management of the authority according to the strategic direction set by the Council

Take collective responsibility for:

- ensuring excellent services are provided to our residents;
- shaping the development and driving the delivery of corporate plans, strategies, resources, services and reviews of effectiveness, including being an active member of the Council's Management Board;
- leading and facilitating corporate, cross service and organisation projects to achieve the most effective services possible for the community, partners and the Council;

Lead by example, providing energetic, visible and inspiring leadership, taking personal responsibility on all aspects of the Council's services to the residents, businesses and visitors of the District, while empowering others to do the same.

KEY ACCOUNTABILITIES

Ensure our customer service and delivery is excellent and continually improves.

Take a lead role in the transformation and evolution of our and other public services in the District, by developing forward-looking strategies based on a thorough understanding of the needs, assets and opportunities of the District.

Act as champion and corporate sponsor for strategic programmes to achieve the objectives of the Council as directed by the Chief Executive. Seek innovative and creative solutions to bring about change and improvement, delivering ambitious and forward thinking approaches to service delivery.

Represent the Council by promoting its image and reputation on a National and Regional stage and help to influence national and regional policies & strategies.

Form strategic alliances and develop effective working relations with partners, government departments, user groups, business and industry, voluntary sector groups, including championing the interests of the District Council's community, stakeholders and partners ensuring the best possible outcomes for the District.

Ensure the best use of resources and assets in all Council activity. To explore and exploit commercial opportunities for the benefit of our communities, to improve service delivery and provide best value.

Provide clear and timely strategic advice, guidance and support to elected members. Develop and maintain good communications between and with elected members, officers and employees.

Provide confident corporate leadership and a clear sense of direction and purpose that enables the Council to deliver its vision, priorities, policies and aims.

Uphold the Council's governance mechanisms, ensuring high standards of performance, operational effectiveness, financial management, probity, safeguarding, risk management, safety, equality and open government are maintained.

Through personal example, open commitment and clear action provide employees with positive leadership, to benefit the Council as a whole and to the standards in accordance with the Values and Behaviours.

Through personal example, promote the Council's vision, values, policies and priorities and ensure a positive approach to valuing diversity, resulting in equality of opportunity, access and treatment in service delivery, employment and external communications.

Undertake such duties and responsibilities and representation on key Boards as determined by the Chief Executive that are consistent with the level and nature of the post. Deputise for the Chief Executive as required

For the purposes of performance and terms & conditions manage a number of Service Directors.

These duties and responsibilities should be regarded as neither exclusive nor exhaustive as the postholder may be required to undertake other reasonably determined duties and responsibilities, commensurate with the grading of the post, without changing the general character of the post.

SKILLS/KNOWLEDGE/ATTRIBUTES

<p>Education</p>	<p>Graduate or demonstrable equivalent work experience</p> <p>Formal management or project or programme management training</p> <p>Demonstrate a good understanding of safeguarding issues commensurate with the role.</p>
<p>Experience</p>	<p>Successful strategic leadership in an organisation of comparable scale and complexity</p> <p>A demonstrable track record of leading, motivating and inspiring large multi-disciplinary teams to achieve strategic objectives</p> <p>A track record of leading and delivering successful major organisational and culture change.</p> <p>Demonstrable experience of working successfully with partners to achieve objectives</p> <p>A track record of working to manage conflicting national and local priorities</p> <p>Evidence of building and maintaining organisational reputation and profile</p> <p>Evidence of successfully delivering improvements through a range of service delivery options i.e. shared services, outsourcing, partnerships.</p>

Knowledge & Skills	<p>Ability to establish positive relationships with key stakeholders at all levels, including Elected Members, Partners, Staff, Trade Unions, and Government that generate confidence and respect</p> <p>A thorough appreciation, knowledge and understanding of the current issues facing local government.</p> <p>Possess a high degree of political sensitivity</p> <p>A good understanding of the strategic use of technology for the delivery of modern and streamlined services and processes</p>
Behaviours	
Trust	<p>Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.</p> <p>The ability to act as an inspirational role model, lead, manage, empower, nurture talent, and motivate employees.</p> <p>Self aware and understands how own style and behaviour impacts on the performance of others.</p>
One Team	<p>The ability to communicate and gain ownership of a clear vision and direction.</p> <p>Enthusiastic, energetic and inspirational leadership</p> <p>Strong emotional intelligence and resilience.</p> <p>Successfully lead teams and achieving performance and results through them</p>
Performance	<p>Strong focus on outcomes.</p> <p>Proactive and tenacious in approach.</p> <p>Be commercially astute, identifying business opportunities, showing financial awareness and cost control</p>
Innovation	<p>Good judgement, strong analytical skills and the ability to use data and information intelligently and innovatively.</p> <p>Keep abreast of good practice, trends, innovative ideas across the public and private sectors.</p>
Customer	<p>Demonstrate a strong customer focus</p> <p>Demonstrate a strong personal commitment to quality and cost effective public services, informed by customer and community involvement.</p>

Other Requirements	<p>Strong inter-personal and communication skills, including the ability to consult, negotiate, persuade and influence others.</p> <p>Ability to attend meetings outside normal working hours on a regular basis.</p> <p>Able to attend meetings at partner organisations and across the district where public transport does not exist or is limited.</p>
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CURRENT JOB DESCRIPTION



Epping Forest District Council



SCRUTINY

REPORT OF THE SENIOR RECRUITMENT TASK AND FINISH PANEL

JANUARY 2012

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1. Chairman's Foreword

1.1 Effective leadership is the key to the success of any organisation. It follows that the recruitment process for key leadership roles should be rigorous and open to scrutiny. This report sets out a proposed procedure, emphasising the need for specialist legal and HR advice in all but routine staff contracts but allowing flexibility of approach depending on circumstances prevailing at the time. I would like to thank my fellow Councillors and officers for their advice and evidence provided to support our conclusions



Councillor Ken Angold Stephen
Chairman, Senior Recruitment Task and Finish Scrutiny Panel
January 2012

2. Introduction

2.1 Following a report to the Council by the Audit and Governance Committee, Overview and Scrutiny Committee were asked to undertake a review of the reporting procedures for the recruitment of the Chief Executive.

2.2 The Overview and Scrutiny Committee, at its meeting on 6 September 2011, agreed to establish a Task and Finish Group to facilitate this review.

2.3 The Committee appointed the following members to serve on the Panel:

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

2.4 At our first meeting, Councillor David Johnson attended as an Alternate Member for Councillor Bassett who was unable to attend.

2.5 The first meeting of the Panel was held on 10 November 2011. The Panel identified its aims and objectives and Terms of Reference which are reproduced below:

“Aims and Objectives

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. “

“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.”

2.6 These were subsequently approved by the Overview and Scrutiny Committee on 29 November 2012

2.7 We have met on three occasions to discuss the issues in this report and have consulted the Council’s Acting Chief Executive, Monitoring Officer, Section 151 Officer and Chief Internal Auditor. Views on this report have also been sought from the Council’s External Auditors.

2.8 Our remit does not include any involvement in current or forthcoming recruitment exercises save advising on an appropriate process that should be followed to ensure members are appropriately advised and involved in future senior recruitment events.

2.9 It is worth mentioning also that we determined very early in our processes that only appointments at Director level and above and senior statutory officer appointments should fall within the remit of the proposals we are recommending.

3. Context

3.1 Senior Recruitment exercises have happened infrequently at the authority. The process is governed by Officer Employment Procedure Rules which are set out in Section M of the Council’s Constitution. The appointment of the Head of the Paid Service is a matter for full Council to determine on the recommendation of a Panel of Members drawn together for the purpose of that appointment. This Panel should comprise members of all political groups and include a member of the Executive. The Council can only approve an appointment where no well-founded objection has been made by any member of the Executive.

3.2 For Directors the appointment is normally undertaken by a Panel of 7 members, including at least one Cabinet member with members being required to undertake recruitment and selection training before taking part in interviews.

3.3 Quite aside from the requirements of the Council’s Constitution, appointments need to be made in accordance with law.

3.4 We have put forward proposals setting out how members are involved in the process of appointment and the steps in such a process that require decisions and/or expert advice being made available to members.

4. Summary of Recommendations

The Panel recommends:

4.1 That the flow chart (Appendix 1 to our report) and guidance note (Appendix 2 to our report) be approved for use in future Senior Recruitment exercises to provide a framework within which the Appointments Panel can work.

4.2 That the process should only apply to Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and three statutory officers.

4.3 That careful drafting of delegation to appointments Panel to be clear about extent of powers to recommend to Council any contract variations, appointment, short/long listing etc.

4.4 That reports to members be made in the standard template giving all relevant information which will include financial implications; risk assessments and advice from statutory officers.

4.5 That specialist legal advice be made to members through the PLP and HR advice through VINE or another appropriate bodies and budgeted for by Council.

4.6 That an evaluation process be carried out as a matter of course after each senior recruitment event and reported to the Overview and Scrutiny Committee.

4.7 That after the conclusion of the current exercise, the Officer Employment Procedure Rules be redrafted to:

- (i) incorporate the applicability of section 4 to the Statutory Officer positions; and.
- (ii) include more detail of the objection to appointment process set out in the constitution; and
- (iii) consider its ongoing appropriateness;

It is further suggested by the Panel that the Constitution and Members Services Scrutiny Panel undertake this task.

4.8 That the Committee for the Appointment of a Chief Executive be asked to consider the following issues specific to the post of the Chief Executive:

- (i) clear and measurable performance management and supervision arrangements;
- (ii) ensuring those undertaking performance management and supervision to have undertaken appropriate training and have access to advice; and authority from Council to undertake this role.
- (iii) whether there should be any process put in place for dealing with employment issues short of formal dispute.

4.9 That the new arrangements be reviewed after one year of operation and thereafter annually.

5. Report

5.1 We have been charged with formulating a procedure on how the Council seeks advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases.

5.2 As part of our consideration we have reviewed copies of the existing relevant information as follows:

- (1) Report of the Audit and Governance to the Council dated 26 July 2011 (Restricted report)
- (2) Motion moved by the Leader in response to (1) above.
- (3) Extract of the Council minutes dated 26 July 2011; and
- (4) Copy of the agreed Terms of Reference of the Committee for the Appointment of the Chief Executive.
- (5) Officer employment procedure rules – taken from the current council constitution (also see paragraph 5.7 below).
- (6) A process diagram for Senior Officer Recruitment (see appendix 1);
- (7) Chief Officer Recruitment – Guidance Note (see appendix 2);
- (8) Chief Executive – Job Profile;
- (9) Example Council Contract;
- (10) Responses from officers on the proposed review where received;
- (11) Copies of previous reports to Council on appointments in 2007 and 1992 (Restricted Council Reports)

5.3 In addition we have:

- (1) Sought views on the process from the Acting Chief Executive, Assistant Director HR, Chief Internal Auditor and Chief Finance Officer.
- (2) Sought views from other authorities about these type of processes;
- (3) Taken evidence from the Assistant Director HR on matters of process and have discussed the proposed documents discussed below.

5.4 Although there is a procedure for the appointment of senior officers we have discovered that no written guidance sets out how members undertake these key recruitment exercises and ensure effective reporting to members. We understand equally that no two exercises are the same and any process that we devise must be adaptable to each circumstance. We have worked with officers to bring forward two documents. Firstly, a Senior Officer Recruitment flowchart which provides a framework within which members can work for future appointments. This is attached at Appendix 1 to our report.

5.5 Additionally we are commending the use of a guidance note (Appendix 2) which should be read in conjunction with the flowchart and adds more information about the stages in such an exercise.

5.6 We are recommending that the Council, in drafting its delegation arrangements it should give careful consideration about all aspects of the recruitment, particularly:

- (1) The Panel/Committee's Terms of Reference;
- (2) The Panel/Committee's delegated authorisations e.g. to carryout the process and recommend an appointment to Council, or recommend a long list/short list, interview process etc;
- (3) Timescales;
- (4) The relevant officers to be involved, i.e. HR Advisor, Legal Advisor, Finance Advisor (if required), Committee support;
- (5) To establish a budget for any structural change, recruitment and potential legal costs;
- (6) To nominate the 'Proper Officer' in accordance with the Council's Constitution.

5.7 We have also suggested that all future reports are made in a standard format which should ensure that members are able to fully understand the implications of the proposals put to the Council. This report format should give all relevant information including financial implications; risk assessments and advice from statutory officers.

5.8 As part of our consultation process we approached a number of other authorities to seek their views on where difficulties in recruitment exercises might lie. Anecdotal comments suggest two main reasons for difficulties: (i) Changes in the Chief Executive and/or the Leadership; and (ii) lack of clarity during advertising and recruitment as to what would be expected of the post holder. It is, therefore, essential that members can access the appropriate advice on contracts and employment as and when they are required. Sources of such advice have been suggested to us. We are recommending accordingly.

5.9 We consider that an evaluation stage should be included for this and future recruitment exercises in order that our suggested procedures can be reviewed in the light of operational use. We are suggesting that this review comes before Overview and Scrutiny Committee.

5.10 We have received copies of the Officer Employment Procedure Rules that form part of the Constitution. We believe that once the current recruitment exercise is completed it would be timely to review this document to:

- (i) review section (4) to include the statutory officer positions;
- (ii) consider whether greater detail is required within the procedure on the 'Executive' objection process; and
- (iii) its ongoing appropriateness.

It will be matter for Council to determine how this is carried out but we are recommending that the Constitution and members Services Panel could undertake this role.

5.11 Arising from our discussions we are recommending that the Committee for the Appointment of the Chief Executive, specific to the current recruitment, consider how performance management

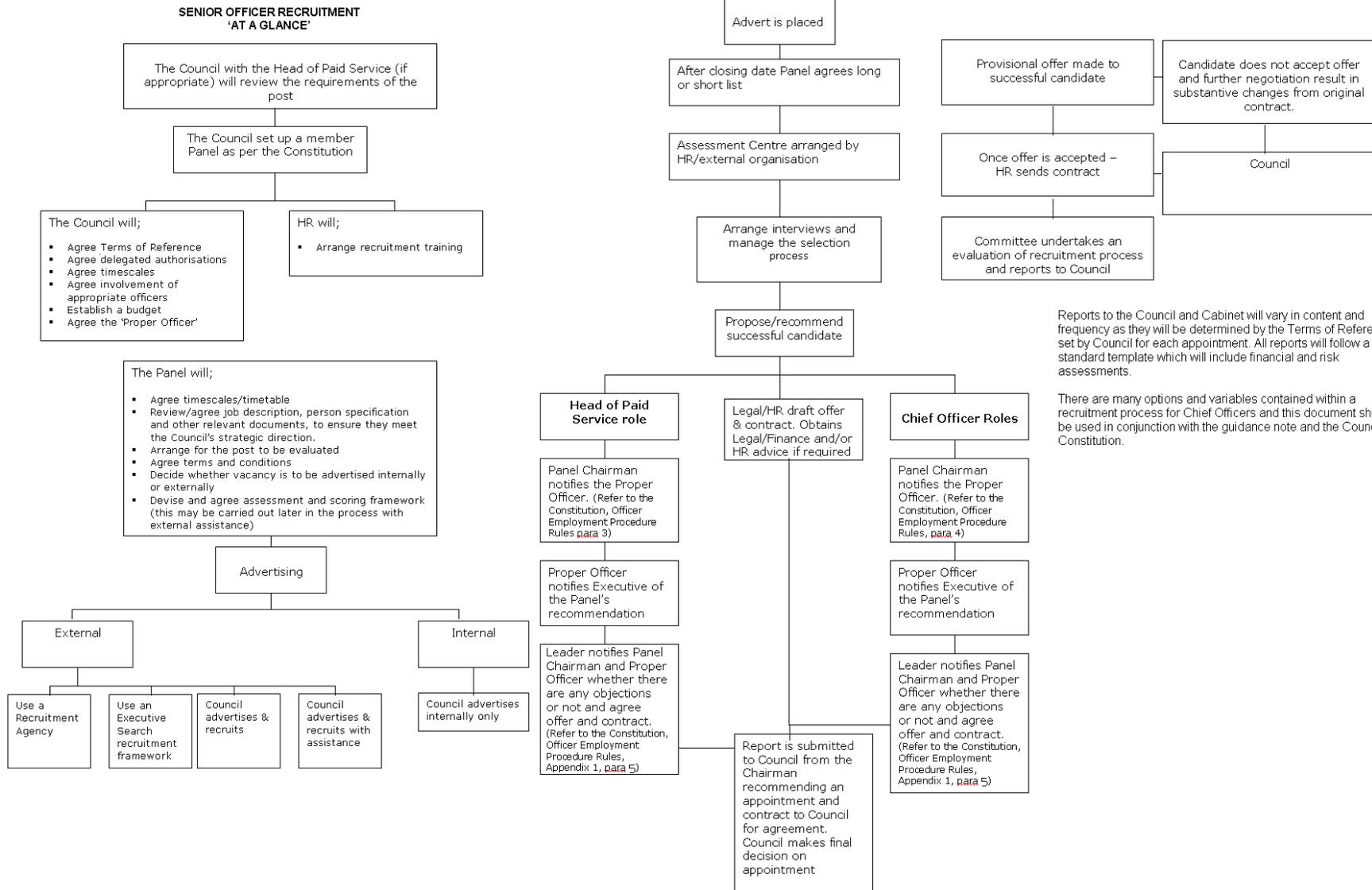
and monitoring of the Council's progress towards meeting the Council's Forward Plan targets can be undertaken.

5.12 Finally, we are suggesting arrangements for the review of the new procedures after a year and then annually thereafter.

6. Appendices

Appendix 1 – 'At a Glance' Flowchart

Appendix 2 - Chief Officer Recruitment – Guidance Note



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. All reports will follow a standard template which will include financial and risk assessments.

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.

Chief Officer Recruitment – Guidance Note

Council

Where a vacancy arises at Chief Officer level, including the Chief Executive role, the Council is required to;

- Review whether post is required. Can work be carried out a different way? This should be carried out with the Executive if recruiting to a Chief Officer role.
- Set up a member Panel as per the Constitution.
- Agree;
 - The Panel's Terms of Reference
 - The Panel's delegated authorisations i.e. to carryout 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.

(This list is not exhaustive. Council will be presented with a checklist of terms/authorisations to consider along with any further items Council wish to include)

Recruitment Panel

The Panel should;

- Agree timescales/timetable for the campaign
- Review/agree job description, person specification and other relevant documents, to ensure they meet the Council's strategic direction.
- Arrange for the post to be evaluated if appropriate
- Agree terms and conditions that the post will be offered on. This will be subject to legal advice, (which may only be to confirm that it meets the Council's objectives and that there are no unintended consequences), HR and finance advice. The Panel may be required to obtain the Council's agreement at this stage, however, this will depend on their Terms of Reference and delegated authorisations.
- Decide whether vacancy is to be advertised internally or externally
- The Panel will be required to devise and agree their assessment and scoring framework
- HR will arrange recruitment training for the Panel, including its responsibilities contained within the Constitution.
- HR will arrange a procurement briefing for the Panel if required.

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 Panel can work with their consultants to do this or task them to draw up a long list in the first instance.

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.

The Panel/Committee will decide at the time of procuring external consultancy what tasks it wants them to carryout. This may be amended as the process is progressed but it should not vary too much from the initial brief, due to procurement rules and that there is likely to be an additional cost.

Appointment/Offer

The Panel is required to follow the appointment process set out in the Council's Constitution. (Refer to Officer Employment Procedure Rules, para 3, para 5 and Appendix 1 para 4).

If the provisional offer is not accepted by the successful candidate which results in further negotiations and substantive changes from the original contract then agreement will be required from Council.

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 Public Law Partnership or another suitable body 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. All reports will follow a standard template which will include financial and risk assessments.

Evaluation

The Appointment Panel will undertake an evaluation of recruitment process, reviewing what worked well and not so well and submits a report to Council on their conclusions and key learning issues.

PROPOSED TIMELINE FOR CHIEF EXECUTIVE RECRUITMENT

ACTIVITY	DATE
Advert and microsite agreed	w/c 24 September 2018
Launch of advert, microsite and executive search starts	1 – 26 October 2018
Longlist meeting	w/c 29 October 2018
Invite to technical interview	w/c 5 November 2018
Technical Interviews	w/c 12 November 2018
Shortlisting meeting	19 November 2018
Assessment Centre	11 & 12 December 2018
Proposer Officer' process starts	13 December 2018
Full Council	20 December 2018

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