

Proposed activities and timeline for recruitment

(Working timeline updated 20/02/2019)

Activity (+ = Member-related)		When?
+	Deadline Papers – Broadland & South Norfolk Special Councils	Wed 20 Feb
	Candidates briefing by external HR provider on Assessment Centre	Thu 21 Feb
	Individual position letters to go out to all affected staff stating finalised structure JDs following formal consultation and the roles available to them in their ring fenced group	Thu 21 Feb
+	Broadland & South Norfolk Special Councils Report will include outcomes of consultation process	Thu 28 Feb
	Risk – if appointment panel not agreed will delay timeline of appointment process	
	Appointment Process	
	Expressions of interest returned to HR	Mon 4 Mar 12.00pm
+	Assessment Centre undertaken by all candidates	Wed 6 Mar
+	Panel Members briefing by external HR specialist about the Strengths Based Assessment including feedback on the senior managers' assessment scores from the Assessment Centre to be held 6 March	Fri 8 March 1pm – 4pm (at BDC):
	1:1 discussions with any displaced staff	w/c 11 Mar
+	3xDirector Interviews (5 day Cabinet objection period) & feedback	Fri 15 March 12 - 5pm (at SNC)
+	11xAssistant Director Interviews (5 day Cabinet objection) & feedback	Mon 25 March (1230 - 530pm at SNC) Tue 26 March (1230 - 530pm at BDC) Thu 28 March (1230 - 530pm at BDC)
	NB Easter Holidays 8Apr-22Apr. Note Purdah from mid-March	
	Make residual vacancies available to all affected staff	Mon 8 Apr – Wed 10 Apr
	1:1 discussions with any displaced staff	w/c 22 Apr
+	Ratify Chief Officer and Statutory roles	w/c 22 Apr or AGMs 22 May SNC and 23 May BDC
	Development plans for successful staff and Leadership event for new senior management team	Early-May

SENIOR MANAGEMENT RECRUITMENT AND APPOINTMENT ARRANGEMENTS

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Portfolio Holders: Policy

Wards Affected: All

Purpose of the Report: This report seeks Council approval on the preferred appointment panel for the recruitment and appointment of the Senior Management roles for Broadland District Council and South Norfolk Council that will facilitate a single paid service. The report also includes an updated timeline (appendix A) and updated terms of reference for the Joint Appointment Panel (appendix B). Appendix C shows the responses and feedback from the formal consultation with the affected senior staff and UNISON.

Recommendations

For Council to:

1. Note the recruitment process and associated timeline (in Appendix A) for appointment of Chief Officer and Deputy Chief Officer roles to the Senior Management structure.
2. Confirm and approve the proposed panel format as set out in section 4.12 for the Member appointments panel of Chief Officer roles.
3. Confirm and approve the preferred option from the table of options in section 4.13 for the appointments panel of Deputy Chief Officer roles.

4. Approve the updated terms of reference for the Joint Appointment Panel (in Appendix B).
5. Approve that the Managing Director be given delegated authority to appoint on an interim basis in the event that any external appointments are required after all internal senior staff and wider internal staff groups are complete.

1. SUMMARY

- 1.1 This report sets out the proposed arrangements for selection and appointment to the Senior Management staffing structure for Broadland District Council and South Norfolk Council that will facilitate a single paid service. In January 2019, both Councils agreed the draft senior management structure that would be used for the formal consultation process with affected staff. Both Councils also agreed that formal consultation could commence in parallel with this report to seek agreement of the selection and appointment arrangements.
- 1.2 The following report describes the proposed process, involvement of Members and anticipated timeline for the whole assessment process. This report has been drafted taking into consideration the feedback that was received from both Council meetings.

2. BACKGROUND

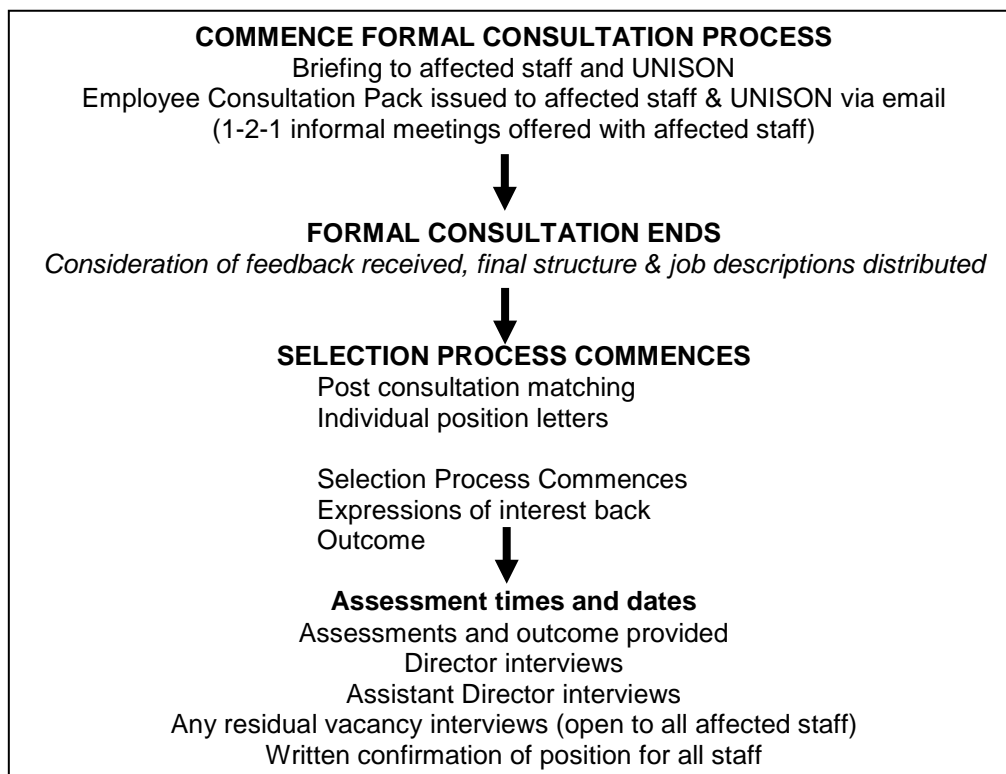
- 2.1 The Managing Director commenced employment on 2 January 2019 and proposes a senior management structure for Chief Officers and Deputy Chief Officers to support the delivery of both Councils' ambitions. At Broadland these officers are the Deputy Chief Executive and the Heads of Service, and at South Norfolk these officers are the Directors and the Heads of Service.
- 2.2 These ambitions were stated within the feasibility report which was approved by Council in July 2018 and are to drive economic and housing growth and improve the services delivered to the residents. The feasibility report also agreed that subsequent to the appointment of the Managing Director, the establishment of a joint senior management team and one joint officer team across the two autonomous Councils was to be progressed.
- 2.3 The Managing Director has been entrusted to take the Councils forward in delivering a single paid service across two autonomous Councils, hand in hand with this, Members also need to own, and be accountable for, the appointment of the senior management structure who will go on to deliver the Council services and ensure that the aspirations will be achieved.
- 2.4 The key driver through the whole appointment process is to ensure that individuals have the opportunity to demonstrate their key strengths and aptitude to meet the Councils' overall objectives. Thus, ensuring that the right people are in the right jobs through an open and transparent process.

3. CURRENT POSITION

- 3.1 On 7 December 2018 the Joint Lead Members Group discussed the proposed approach to appointing the senior management team and in January 2019 both Councils met separately to agree this. This report has been produced as a result of both Councils agreeing the draft senior structure to start formal consultation process but postponing a decision on approving the preferred composition of appointments panel until further discussion could be held at Joint Lead Members, the new formal Joint Scrutiny, Cabinet and Council.
- 3.2 Prior to this Council meeting these meetings have been held to discuss the options available for appointments to be made to Chief Officers and Deputy Chief Officers.
- 3.3 As a result of these meetings it has been clear that the preference is for a member panel to be convened for both Chief Officer and Deputy Chief Officer appointments. The Managing Director will have a vote if an overall decision cannot be reached and the panel are to be supported by a representative from the external recruitment provider, but with no vote This is explored further in section 4 of this report – Interview Panels.
- 3.4 Section 4 of the report has also been updated to reflect the outcomes of the consultation process.

4. RECRUITMENT PROCESS

- 4.1 Appendix A outlines the appointment activities and proposed timeline that needs to be adhered to in order to ensure a robust recruitment process. There are key dates within the timeline that need to be achieved so that the requirements outlined in the background of this report are met. The appointment process requires significant time commitment from all parties, ie, recruitment panel members and affected staff. A summary of the key stages is shown below:



- 4.2 The following describes the above in more detail.
- 4.3 There are two levels of post proposed – Chief Officer (Director) and Deputy Chief Officer (Assistant Director). The draft Job Descriptions and proposed salary ranges have been referred to in the Employee Pack for formal consultation with affected staff and UNISON.
- 4.4 Chief Officer roles will be initially ring fenced to current Deputy Chief Executive and Directors. Deputy Chief Officer roles will be ring fenced initially to current Heads of Service.
- 4.5 The rationale for a ring fence for Chief Officer posts and a ring fence for Deputy Chief Officer posts is to ensure a fair open and transparent process for candidates and not to create the potential for (say) a Chief Officer to be dislodged by a Deputy Chief Officer. Similarly, the Deputy Chief Officer roles would be ring fenced to existing Heads of Service and not any lower tier groups as this would again create the potential to displace an existing Head of Service.
- 4.6 Individuals will have the opportunity to initially apply for up to three roles in total within both ring fenced groups. Therefore, the panel will initially interview an individual once for a potential number of roles which could be in either ring fence. The interview will comprise of both the key leadership elements required and any relevant role specific elements to ensure the individual is credible in the role appointed to.

- 4.7 If a Director role becomes available following the initial ring fenced interviews and a member of the Assistant Director ring fenced group has expressed an interest in this, they will be 'brought forward' for this interview ahead of the Assistant Director ring fenced interviews. If an existing Chief Officer expresses an interest in an Assistant Director role, they will be considered for this once the initial Assistant Director ring fenced interviews have taken place.
- 4.8 On completion of the ring fenced interviews, should vacancies still exist these will be offered internally for all staff to apply, and then following this exercise externally advertised should the need still be there.
- 4.9 The overall appointment process will focus on individual's leadership skills and take account of their previous experience and future potential. The Strengths Based Assessment Centre will be facilitated by an external recruitment provider therefore the process will be in two stages.
- i) Strengths Based Assessment Centre
 - ii) Formal Interview.
- 4.10 A strengths based and behavioural approach is being taken to guide the recruitment. This means that officers will be assessed against core strengths and behaviours that support the values of the councils and support the move to 'Two councils - One team'. This will support the development of a senior management team that has an effective and engaging leadership approach.
- 4.11 At the end of the Strengths Based Assessment Centre the external provider will make recommendations to the Interview panel about which individuals should progress to formal interview. It is the Panel decision whether to accept the recommendations.

Interview panels

- 4.12 **Chief Officer (Director) roles** - It is proposed that a Member panel is used for Chief Officer interviews with the Managing Director having a formal role and vote only if the panel votes are a tie. A balanced representation on the panels from each Council could otherwise result in a tie of votes. It should be noted that a tie of votes creates a risk of not appointing anyone even those who are suitable, which could lead to a scenario of creating additional costs in having to unnecessarily look externally to appoint. It is also proposed that a representative from the external recruitment provider attend but with no vote, in order to advise on HR procedure and the results from the Strengths Based Assessment. This Member panel would be composed of four Members from each Council with the same political balance as used for the Joint Appointment Panel that recruited the Managing Director, i.e., three Conservatives to one Liberal Democrat. This option enables Members to shape the direction of each Council. In total there would be 10 participants on the panel - eight Members, the Managing Director and an external recruitment specialist for the envisaged three Director interviews.

- 4.13 **Deputy Chief Officer (Assistant Director) roles** – Agreement by both Councils on one option is needed for appointment to these roles. The following is a summary of potential options. All proceeding Member meetings have indicated a potential preference to use the same format as with the Chief Officer roles described above. The options available are set out below for completeness.

Deputy Chief Officer (Assistant Director) interviews		
Option	Description	Pros & Cons
Option 1	Same format as Chief Officer roles above i.e., an eight Member Panel plus Managing Director and external recruiter.	Pro: Consistent with Chief Officer roles. Cons: Highly resource intensive (11 interviews over two weeks) because the same panel members must be available for all interviews to be fair to all candidates; High number of panel members creates greater potential for not being available for all interviews, substitutes mid process would introduce an unfair bias to other candidates they have not interviewed;
Option 2	A small Member Panel. Two Cabinet Members from each Council, MD and external recruiter.	Pro: Member involvement, increased likelihood of achieving Member availability . Cons: MD not empowered to choose his management team; Availability of Members for interviews.
Option 3	Delegated to the MD plus Member Panel involvement – The eight Members would receive presentations as the first stage of their interview from each candidate and feed their views to the MD.	Pro: Efficient and Member involvement. Cons: Availability of 11 candidates and eight Members on the same day. Availability needs to be confirmed for all 11 presentations by the same eight Members, to avoid the (unfair) use of substitutes
Option 4	Delegated to the MD to recommend for Cabinet endorsement.	Pro: Efficient and enables the MD to be responsible for selecting his management team.

- 4.14 As mentioned above, in order to ensure consistency and fairness to all candidates, panels must have the same representatives interviewing all candidates in their ring fenced group. Therefore, it is required that panel members are available for all steps within the process. In order to achieve fairness and equity of treatment it needs to be ensured that a common membership of no less than 75% must be maintained whilst ensuring equal representation from each Council. In the event of the absence of any member, a decision to suspend political balance may be taken by the respective council leader to ensure that the interview process is completed to the required timetable.

- 4.15 It is recognised that interviews will require a significant time commitment from panel Members. The following shows the date/times envisaged:
- **Fri 8 March 1pm – 4pm (at BDC):** A briefing by the external HR specialist developing the assessment centre to the Panel members about the Strengths Based Assessment including feedback on the senior managers' assessment scores from the Assessment Centre to be held 6 March at SNC.
 - **Fri 15 March 12 - 5pm (at SNC, first interview at 1230):** 3xInterviews for the Director roles.
 - 11xInterviews for Assistant Director roles over 3 days:
 - **Mon 25 March** (1230 - 530pm at SNC due to SNC Cabinet in morning).
 - **Tue 26 March** (1230 - 530pm at BDC due to BDC Overview & Scrutiny in morning and BDC Place Shaping Panel in evening).
 - **Thu 28 March** (1230 - 530pm at BDC due to BDC Full Council in evening). Further interviews potentially might be needed if vacant posts were to still remain after all candidates had been interviewed in order that all Councils' staff can apply. If vacancies were to still exist after this, then interviews are envisaged with external candidates.
- 4.16 To reflect the approach of the interviews for Chief Officers and Deputy Chief Officers being as per the process for the Managing Director, the terms of reference for the Joint Appointment Panel have been expanded to include these officers and are attached at Appendix B to the report.
- 4.17 Built into the appointments is the process for notifying Cabinet of the appointments so that any reasonable objections can be raised. The appointments to the statutory posts – Monitoring Officer and Section 151 Officer – and to the Chief Officer roles will require ratification at each (Full) Council meeting.
- 4.18 Regardless of the composition for the interview panel it is important to note that they are delegated to make the appointments and empowered to meet the requirements of ensuring that the right people are in the right jobs and that the individuals' strengths and aptitude will ensure that the Councils objectives are realised.
- 4.19 In the event that external appointments are required (as outlined above) it would be beneficial for the Managing Director to be given delegated authority to appoint on an interim basis, thus ensuring that progress against the objectives of collaborative working are not hampered. This then allows time for external adverts to be placed and permanent recruitments made, following the preferred appointments route.

5 OTHER OPTIONS

- 5.1 To continue to work as two separate senior management teams. In doing so the immediate benefits of collaborative working would be lost and therefore it would become difficult to achieve the outcomes that were agreed as part of the feasibility study and the recommendations that were agreed by Members. It would not enable the benefits that are to be realised in terms of maximising efficiencies, developing a joint culture and driving forward the ambition of the Members.
- 5.2 Defer the introduction of the senior management structure, however delays in the process could be sensitive as it would prolong the period of uncertainty for the staff directly affected and impact the pace of delivery of improving our customer offer through joint working. Both Councils decided at their meetings in January 2019 to postpone the decision on agreeing the appointment process until further discussions had been had. It should also be noted that there has been uncertainty amongst senior management since July 2018 when the Feasibility Report was agreed. Having consulted with them on the structure and so to then not proceed to the appointment process would provide additional uncertainty which could result in good staff looking for alternative employment.
- 5.3 To take a staged approach to implementing the senior management structure, e.g. using the collaborative service groupings. This would delay the immediate benefits and again cause prolonged uncertainty for existing staff.

6 ISSUES AND RISKS

- 6.1 **Legal Implications** - Changes to the Constitution are necessary to facilitate the proper implementation of a single management structure. A single management structure is necessary to help both Councils work collaboratively to realise their ambitions.
- 6.2 **Resource Implications** – Given the presumption of no redundancy the aim is to bring this structure in as cost neutral, however there is potential for savings to be generated as we progress.

Should a redundancy situation arise, each individual Authority's policies and agreements will be respected. There are cost implications to this which each Authority will honour for their individual employees.

- 6.3 **Equality Implications** – a fair and equitable recruitment process will be applied to all applicants regardless of any protected characteristic, notwithstanding, any reasonable adjustment an applicant may require as a result of a protected characteristic.
- 6.4 **Environmental Impact** – there is no impact on the environment.
- 6.5 **Crime and Disorder**- there is no impact on crime and disorder.

6.6 Risks

- 6.6.1 The timeline for implementation provides for a speedy process, recognising that this is a period of uncertainty for those individuals affected. However, speed should not be at the expense of a robust process in which the relevant individuals and their representatives have had the opportunity to contribute.
- 6.6.2 There is risk due to time commitment needed from individuals on the panel and the need for panel membership consistency in order to ensure fairness to all the candidates.
- 6.6.3 In the current timeline, after the formal consultation process has finalised the structure and job descriptions, the affected senior staff will be notified on 21 February of which posts they can apply for in their ring fenced group. If these groupings change after this date the letters to staff will be void and the process delayed which would make implementation before the May elections unachievable.
- 6.6.4 Undertaking formal consultation with the senior staff and then not progressing with the appointment process will disengage those affected and be at risk of losing good people.
- 6.6.5 Not agreeing a process that is fit for future senior management appointments.

7 CONCLUSION

- 7.1 The report proposes how Members will be involved in the recruitment of the single senior management structure to facilitate the ambitions of collaborative working, to drive economic and housing growth and improve services to residents.

8 RECOMMENDATION

For Council to:

- 8.1 Note the recruitment process and associated timeline (in Appendix A) for appointment of Chief Officer and Deputy Chief Officer roles to the Senior Management structure.
- 8.2 Confirm and approve the proposed panel format as set out in section 4.12 for the Member appointments panel of Chief Officer roles.
- 8.3 Confirm and approve the preferred option from the table of options in section 4.13 for the appointments panel of Deputy Chief Officer roles.
- 8.4 Approve the updated terms of reference for the Joint Appointment Panel (in Appendix B).
- 8.5 Approve that the Managing Director be given delegated authority to appoint

on an interim basis in the event that any external appointments are required after all internal senior staff and wider internal staff groups are complete.

Joint Appointment Panel terms of reference

A panel, to be known as the Joint Appointment Panel, is formally established and takes ownership of the recruitment process for the Managing Director, Chief Officers and Deputy Chief Officers.

Attendance at meetings held by the Panel are an approved duty for the purposes of the respective Councils' Members' Allowance Scheme.

Broadland District Council shall appoint four Members to the Panel, with political representation applied 3 Conservatives 1 Liberal Democrat (with substitutes).

South Norfolk Council shall appoint four Members to the Panel, with political representation applied 3 Conservatives 1 Liberal Democrat (with substitutes).

The meeting will appoint its own Chairman, who will not have a casting vote and who shall not be with Councils' Leader.

Any recommendation by the Panel for the appointment of the Managing Director, Chief Officers or Deputy Chief Officers requires a majority from each Council.

In the event of a tie of votes for Chief Officer and Deputy Chief Officer appointments the Managing Director shall have a formal vote.

In the event that any decisions are required outside the normal remit of the Joint Appointment Panel, then any such matters be delegated to the Managing Director in consultation with the Group Leaders.