



# Bournemouth, Christchurch and Poole Shadow Executive Committee

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Report Subject	<b>Senior Appointment – Chief Executive</b>
Meeting date	15 <sup>th</sup> June 2018
Report Author	Saskia de Vries, Service Director – Human Resources & OD Bournemouth & Poole
Contributors	Members of the Senior Appointments Task and Finish Group – Cllr Janet Walton, Cllr John Beesley, Cllr Mike White, Cllr Nicola Greene, Cllr Sally Derham Wilkes, Cllr David Flagg, Jon Burrows, Julian Osgathorpe
Status/Classification	Public Non-Key Decision
Executive summary	The report sets out the Task and Finish Group’s recommendations regarding the process for the appointment of the Chief Executive to the new authority.
Recommendations	<b>The Shadow Executive Committee is asked to:</b>  <ol style="list-style-type: none"><li>1. Approve the Job Description and Role Profile for the role of Chief Executive as set out at appendices 1 and 2</li><li>2. Approve the recruitment process and timetable for the role of Chief Executive as set out at appendix 3</li><li>3. Approve the salary range for the recruitment to the role of Chief Executive as set out at paragraph 2.5</li></ol>
Reason for Recommendations	To allow sufficient time to successfully appoint a Chief Executive to the new authority, taking into consideration advertising, selection and potential notice periods for the successful candidate

## 1. Background Detail

1.1 A Task & Finish Group was set up to progress proposals for Senior Appointments, chaired by Councillor Janet Walton. The first meeting was held on 16th May. Actions arising to be brought back to the June meeting included the following for consideration;

- Characteristics of the successful candidate
- Job Description and Role Profile
- Process and supporting information for the recruitment process
- Timetable for the recruitment process
- Salary range for the role

1.2 Key questions and issues were discussed in relation to the appointment of a Chief Executive for the new authority. Following these discussions, the following principles were adopted by the Task & Finish Working Group;

- The appointment for this position should be via external open competition;
- the position should be filled by December 2018 to fully support the setup of the new authority in 2019, and;
- the Local Government Association (LGA) and an external recruitment partner would be engaged to support with the appointment.

## 2. Progress

2.1 Penna, an established executive recruitment consultancy with significant experience of the local government market have been engaged to support the search and selection for the Chief Executive

2.2 The Job Description and Role Profile have been created with the support of the LGA and Penna and reviewed and agreed by the Task & Finish Group. These are attached as Appendix 1 and 2.

2.3 While the Job Description and Role Profile are attached for approval, it will be important to ensure wider elected member engagement to ensure that the right candidates are attracted.

2.4 A proposed timetable for this appointment has been drafted as below; this will allow sufficient time to plan a succinct advertising strategy and prepare attractive recruitment documentation.

Activity	Date	Detail
<b>Advert &amp; executive search live</b>	12 <sup>th</sup> July	Advertising across publications and digital forums
<b>Closing date</b>	17 <sup>th</sup> August	
<b>Interested candidate reports prepared</b>	w/c 20 <sup>th</sup> August	Prepared by Penna and emailed
<b>Longlist meeting</b>	w/c 27 <sup>th</sup> August	Facilitated by Penna in person

<b>Preliminary Interviews</b>	w/c 3 <sup>rd</sup> September	Penna alongside an agreed Technical Assessor (Current or previous large unitary CE)
<b>Shortlist meeting</b>	w/c 10 <sup>th</sup> September	Facilitated by Penna in person
<b>Assessment centre</b>	w/c 17 <sup>th</sup> September	Psychometrics tests online Internal/External Stakeholder Written Exercises
<b>Final panel Interviews</b>	w/c 24 <sup>th</sup> September	Presentation at beginning of interview

2.5 Comparative data was requested from the LGA and Penna in regards to comparative positions within similar unitary councils from around England. Analysis of this pay data suggests that if the new council is to be competitive in the market and attract candidates of the appropriate quality, the salary for the Chief Executive should be within the range of £160,000 - £180,000.

### **3. Summary of Financial Implications**

3.1 There are no new financial implications arising as a result of this report.

3.2 The costs and budget for the engagement of the recruitment consultants are within existing resources approved for the BCP LGR Programme.

### **4. Summary of Legal Implications**

4.1 There are no new legal implications arising as a result of this report.

### **5. Summary of Human Resources Implications**

5.1 There are no new human resources implications arising from this report.

5.2 Engagement with individuals impacted by the process outlined in this report has been undertaken.

### **6. Summary & Recommendations**

6.1 The recruitment of the Chief Executive for the new authority is a critical process for the successful creation of the new authority, as well as delivery of the BCP LGR programme.

6.2 In order to ensure both the timeliness and effectiveness of the process the Shadow Executive Committee is asked to

- Approve the Job Description and Role Profile for the role of Chief Executive
- Approve the recruitment process and timetable for the role of Chief Executive
- Approve the salary range for the recruitment to the role of Chief Executive

**Background papers:**

None.

## Job Description

### Chief Executive

#### Salary

Service/Team	Executive Leadership Team
Reports to	The Leader of the Council and the Cabinet
Responsible for	Executive Leadership Team As Head of Paid Service – All employees of the council
Number of posts	1

#### Job Overview

**To improve the quality of life for residents by** providing outstanding strategic and organisational leadership to create, embed and sustain the new council.

#### Key Responsibilities

- Work with Elected Members to create a meaningful vision and strategy that translates into operational reality
- Act as the statutory Head of Paid Service and be accountable for organisational performance and the deployment of resources
- Ensure the effective governance of the council and the legality, probity, integrity, proper public accountability and scrutiny of its decision-making processes
- Provide visible, authentic and inspirational leadership, role modelling a high performing, supportive culture
- Represent the council on external bodies and networks. Including at civic, local, regional and national events
- Demonstrate a commercial focus, which delivers the provision of essential services through a model that reduces cost and creates income generation opportunities
- Ensure that there is a choice of services available to residents that address wider needs within the local area; incorporating digital technology and modernisation opportunities
- Lead the new council to become an employer of choice, retaining jobs and the availability of expertise
- Use well developed interpersonal skills to create strong, positive working relationships. Taking a collaborative approach to decision making and driving meaningful partnerships with internal and external stakeholders to deliver programmes of sustainable investment
- Develop effective relationships and manage the synergy within the council, specifically the interfaces between Members and Officers at all levels
- Translate the plethora of future strategic demands into tangible and measurable policies, projects and programmes that add value
- Develop a culture of continuous improvement that encourages creativity and innovation
- Champion individual and collective learning and development opportunities, enriching the development of the workforce to maximise engagement and productivity

- Promote and celebrate the diversity represented in BCP and ensure that this is central to service delivery in terms of policy development and implementation and also to the style and culture of the organisation as a provider and employer
- Drive the digital agenda for the council creating new customer-centric operating models using technology for efficiency

### **Specific Qualifications and Experience**

- Degree and post graduate qualification / MBA (or equivalent experience)
- Experience of leading a complex and diverse organisation which operates within a political environment
- Have a portfolio career evidencing work across a range of sectors / services
- Experience of championing horizontal and vertical collaboration across an organisation
- A strong and experiential understanding of democratic arrangements, effective governance and scrutiny
- Evidence of developing a high performance, cost effective culture for an organisation, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, reward, contracts, etc.

### **Personal Qualities & Attributes**

- Demonstrable commitment to continuous professional development and active participation in regional and national networks
- Demonstrates a broad and sophisticated repertoire of leadership behaviours underpinned by strong ethics and personal values
- Ability to operate at both an operational and strategic level and understand the difference
- Maintains good self-awareness both through personal reflection, analysis of performance and not afraid to regularly seek feedback from others
- Able to generate support and loyalty at all levels winning hearts and minds and overcoming barriers
- Innovative, adaptable and flexible to change
- Resilient, courageous and tenacious in seeing things through
- Maintains good life work balance and ensures a lifestyle that supports effective performance and resilience levels

### **Job Requirements**

- Must hold a valid UK driving licence and have access to either their own car or a pool car to undertake the duties of the role.

# Role Profile – Leadership Tier 1

## Chief Executive

Draft

### Competencies

<b>Managing, Leading and Developing Others</b>	<p>Manage executive leaders across a range of major functions</p> <p>Set the expectations for the continual professional development of the workforce to achieve service aims and ensure statutory and best practice outcomes are achieved</p> <p>Empower people managers by setting out clear vision and direction that supports decision making and accountability</p> <p>Visibly engage with, inspire and develop the workforce to deliver the best outcomes for customers regardless of organisational boundaries and support the collaboration and integration of services across the council</p> <p>Role model enthusiasm and commitment to delivering excellent services which have considered the diverse needs of customers</p> <p>Embed a culture of continuous improvement and effective problem solving across the organisation. Effectively engaging people managers and their teams through change programmes</p>
<b>Knowledge and Skills</b>	<p>Degree and Post graduate management qualification / MBA (or equivalent experience) supplemented with relevant continuous professional development</p> <p>Deep, specialist knowledge and skills across a range of service areas (including legal and regulatory requirements and the risks of non-compliance) gained through extensive experience in several complex and demanding roles, including broader commercial awareness</p> <p>Proven experience in working effectively as part of a senior leadership team</p> <p>Managed, shaped and controlled allocated funding to ensure a balanced budget, savings and delivers adequate ROI to residents</p> <p>Thorough knowledge of effective change and stakeholder management principles gained through extensive experience</p> <p>Experience of leading within a complex political environment. Managing conflicting political priorities and steering a path to consensus</p>

	Be an expert in effectively navigating the political environment and establish positive relationships with Members
<b>Creativity and Innovation</b>	Take advantage of challenge, pressure and opportunity to transform the efficiency and effectiveness of the council and embed an adaptive culture in an environment that needs to make effective use of limited resources
	Able to see beyond the outputs of the council, encouraging deep collaboration and networking across industry to share learning, embrace experience and amplify expertise
	Work in partnership with external stakeholders and partners to support the delivery of best in class services and develop new commercial opportunities
	Encourage, recognise and celebrate creativity and innovation across the workforce
	Shape the strategic direction of the council ensuring that it is best in class and aligned to future needs
<b>Relationships</b>	Represent and promote the council, providing specialist advice and challenge to Members which demonstrates a high level of understanding across a range of services
	Achieve a high level of credibility in order to provide others with confidence in making well informed decisions
	Analyse complex information quickly, reaching and articulating decisions with clarity, to deliver solutions that command support
	Encourage collaborative working across the executive leadership to be able to communicate a direction which is consistent and understood by all
<b>Decision making</b>	Direct accountability for the delivery and performance of the council against current and future strategic objectives and service outcomes
	Make evidence based and outcomes focused decisions that will have a major impact on council policy and activity, using proactive risk management to ensure the quality of the service is maintained
	When faced with challenge or resistance, make decisions based on what's right, even if detrimental to self
<b>Work Demands</b>	Lead by example by effectively managing people, projects, budgets and activities
	Manage conflicting priorities and ensure that realistic objectives are set for the workforce in order to achieve success

## Chief Executive Search & Selection Timetable

Activity	Date	Detail
<i>Task &amp; Finish Group</i>	6 <sup>th</sup> June	Introductions from Penna Review Job Description, Role Profile and Timetable
<i>Project set up</i>	By 31 <sup>st</sup> June	JD/Role Profile (& other key documents) Microsite built Advertising mediums and materials (i.e. wording agreed and ordered)
<i>Advert &amp; executive search live</i>	12 <sup>th</sup> July	
<i>Closing date</i>	17 <sup>th</sup> August	
<i>Sift reports prepared and sent to client</i>	w/c 20 <sup>th</sup> August	Prepared by Penna and emailed
<i>Longlist meeting</i>	w/c 27 <sup>th</sup> August	Facilitated by Penna in person
<i>Preliminary Interviews</i>	w/c 3 <sup>rd</sup> September	Penna alongside an agreed Technical Assessor (Current or previous large unitary CE)
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### Considerations

- Draft timetable allows for a lengthy period for project set-up, allowing for the fact that many documents may need pulling together and agreeing for the new organisation
- It also allows for an extended search period factoring in summer holidays
- Works to support an appointment to be made by September end and a new appointment to be in place at end of the year/first thing 2019.