



PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	29 NOVEMBER 2018
REPORT OF THE:	CHIEF EXECUTIVE STACEY BURLET
TITLE OF REPORT:	TEMPORARY APPOINTMENT OF A DEPUTY CHIEF EXECUTIVE
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 This report asks Elected Members to consider whether they are willing to delegate recruitment for the vacant Deputy Chief Executive role to the Chief Executive. This would be a temporary appointment for a maximum period of 12 months. Any future permanent senior appointment would revert to the responsibility of Council.

2.0 RECOMMENDATIONS

- 2.1 That delegation of recruitment for the vacant Deputy Chief Executive role is given to the Chief Executive with the following caveats:
- The appointment is made for a maximum period of 12 months.
 - That recruitment and the appointment proceeds quickly so an appointment is in place prior to district and parish elections.
 - Any future permanent senior appointment would revert to the responsibility of Council.
 - That Elected Members have the opportunity to inform the recruitment process and the Chief Executive's decision-making.
 - That the workforce have the opportunity to inform the recruitment process and the Chief Executive's decision-making.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The Deputy Chief Executive role is currently vacant. The role has line management responsibility for key areas of the Council, as detailed in the structure chart attached at Appendix 1. They are also the lead officer for quality standards, organisational development, performance, programme and project management.

- 3.2. The new Chief Executive is revisiting the structure of the Council following cross-party feedback from Elected Members and the workforce, as well as the findings of the Peer Challenge Review Revisit, and work being undertaken on the corporate health of the organisation. This may result in the Deputy Chief Executive role being removed from the structure in the longer-term so permanent recruitment to this role is not recommended.
- 3.3 However, there is a need to recruit temporarily and at pace to this role given the number of high profile projects that require progression (e.g. the livestock market). There is also a need to ensure that key officers have adequate supervision and support arrangements in place and quality standards and performance improves across the organisation.
- 3.4 It should be noted that the Chief Executive and Head of HR will assume responsibility for organisational development during this period.
- 3.5 Although delegation is sought, elected member and workforce involvement in the appointment process is critical. Efforts will be made to ensure that proportionality is in place – for example, a cross-section of employees operating at different levels in the organisation and Elected Members from different political parties will be involved to support the Chief Executive’s decision-making. This will take the form of question and answer sessions with candidates. Feedback from these sessions will then inform the Chief Executive’s final decision-making.

4.0 SIGNIFICANT RISKS

- 4.1 Not delegating the appointment of the vacant post to the Chief Executive risks slowing the pace of recruitment. This is not advised given the remit of the role and the lack of support and supervision arrangements for key officers of the Council.
- 4.2 Similarly, officers do not advise not appointing to the role on a temporary basis. The remit of the role and the support and supervision arrangement for key areas of the Council is required at this time.
- 4.3 Recruiting to the role permanently is also not advised as the structure may change as a result of the review the Chief Executive is currently undertaking. Elections in May might also lead to the need for a revised structure so that officers are able to deliver against any revised Council priorities.
- 4.4 If a temporary appointment is not progressed in the way recommended, there is a chance that preparation for the May elections may severely impede the ability to recruit to this role. A delay would impact on the performance of the organisation at a critical time.

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 Consultation has taken place with the Council’s Monitoring Officer and Head of HR. Conversations have also taken place with Group Leaders to explain the background to and recommendations of this report. A temporary role is broadly supported to enable the Chief Executive to address key areas of development for the Council. Views were also expressed about the need for a restructure so that Elected Member and workforce feedback can be fully addressed and the Council’s priorities can be achieved. Consultation with designated Elected Members will take place before any final decision making.

REPORT

6.0 REPORT DETAILS

- 6.1 The Deputy Chief Executive role is a permanent established role in the current structure. Appendix 1 details its remit.
- 6.2 This role is classed as a senior appointment, which are the responsibility of Council. Other appointments fall within the remit of the Head of Paid Service (the Chief Executive).
- 6.3 The role of Deputy Chief Executive has been vacant since the 1 November 2018.
- 6.4 A 12 month appointment would not result in any employment liabilities for the Council.
- 6.5 If agreed, an open recruitment process will take place and internal candidates would be considered.
- 6.6 Any appointment made would be up to 12 months maximum. The length of contract would be negotiated with the successful candidate (e.g. if a candidate was only available for 9 months then this might be agreed).
- 6.7 The following criteria is considered essential for the role:
- An experienced people manager with a strong ability to build relationships across the workforce, and motivate and empower people to be the best they can be.
 - Planned and transparent approach to programme management that will ensure a number of complex, high profile projects are scoped, consulted upon and moved forward within prescribed timescales and financial constraints.
 - Leadership responsibility for key areas of the business, assuming line management responsibility for the Service Leads for Streetscene, Planning, Customer Service, IT, Programmes & Projects, Commissioning and Asset Management.
 - Must be able to operate, shape, influence and lead in a working environment that is refocusing and addressing key areas of development.
 - Must be able to work with elected members efficiently and effectively – building strong and collaborative partnerships.
 - Must be able to assess, identify, broker and put in place arrangements that will strengthen service delivery at procedural, operational and strategic levels; this includes in-house capacity and shared services that offer best value and are efficient and effective.
 - Ability to support the delivery of district and any other elections that occur during your period of employment. This includes acting as one of the Council's Deputy Returning Officers.

7.0 IMPLICATIONS

- 7.1 The following implications have been identified:
- a) Financial
The post is substantive and is accounted for within the organisation's structure. Recruitment costs will be minimal.

- b) Legal
The appointment of a Deputy Chief Executive on the basis of a 12 month contract does not give rise to employment liabilities associated with a permanent appointment.
- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
External recruitment will involve staff and Elected Members to ensure that the appointment process is as robust as possible.

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Chief Executive**

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Background Papers:
None