

## **Appointments Etc Panel**

### **Thursday, 24 August 2017, 11.00 am, The Lakeview Room**

**Membership:** Mr P Denham, Mr S E Geraghty (Chairman), Mr A I Hardman (Vice Chairman), Ms K J May, Mr P Middlebrough, Dr K A Pollock and Mrs E B Tucker

### **Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
4	<b>Recruitment of Chief Executive</b>	1 - 10

---

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Sheena Jones [sjones19@worcestershire.gov.uk](mailto:sjones19@worcestershire.gov.uk) on 01905 846011,

Reports and supporting information can be accessed via the Council's website.  
Date of Issue: Wednesday, 16 August 2017

This page is intentionally left blank

**APPOINTMENTS ETC PANEL**  
**24 August 2017****CONSTITUTIONAL ARRANGEMENTS - HEAD OF PAID SERVICE/CHIEF EXECUTIVE RECRUITMENT**

---

**Recommendation**

**1. The Head of Human Resources and Organisational Development (Head of HR&OD) recommends that the Panel:**

**a) approves the revised Job Description and Person Specification for the post of Chief Executive as set out at Appendix 1;**

**b) authorises the Head of HR&OD, in consultation with the Chairman of the Panel, to commence the recruitment process for seeking suitable applicants for the substantive Chief Executive post, following the outline recruitment process as detailed in the report;**

**c) authorises the Head of HR & OD, in consultation with the Chairman and Vice-Chairman of the Panel (and advised by any selected search partner) to invite appropriate candidates and undertake long-list interviews by the Chairman and Vice-Chairman in order to make recommendations of a short-list for final interviews, such shortlist to be agreed and ratified by the Appointments Etc. Panel.**

**Background**

1. Clare Marchant, Chief Executive (who held the statutory post of Head of Paid Service) left the organisation on 29 June 2017. The Panel interviewed candidates for the interim role and its recommendation that Steve Stewart be appointed as Interim Chief Executive was agreed by Council.
  2. It was agreed that recruitment to the permanent post would not commence immediately but recommendations put to July Council once an Appointments etc. Panel had debated the different models. Steve Stewart commenced his role as interim Chief Executive on 19 June 2017, on a fixed term contract, for a period of six to nine months whilst the permanent arrangements were agreed and implemented.
  3. The Council is required by law to have a Head of Paid Service, appointed by full Council. There is no legal requirement to have a Chief Executive, but this is the model the Council agreed to retain as its model at the Council meeting on 13 July 2017 following recommendations from the Appointments Etc. Panel meeting on 6 July 2017.
  4. The Council's Chief Executive will also continue to be the statutory Head of Paid
-

Service.

### **Appointment to Chief Executive**

5. Given the current competitive market for high calibre candidates for the Chief Executive post, careful consideration must be given to the recruitment campaign, which includes the shape of the role, the salary, the search process, the candidate field and the selection process.
6. The proposed re-shaped Job Description (JD) and Person Specification (PS) are attached at Appendix 1. Both the JD and PS emphasise the strong leadership capability and experience the Council can expect from prospective candidates. Panel are asked to approve this JD and PS.
7. Key requirements as set out in the JD and PS for the role of Chief Executive focus on the successful candidate having an extensive experience in delivery of services including:
  - a. Ability to execute change efficiently and effectively in a financially constrained environment;
  - b. Ability to shape Worcestershire's future;
  - c. Ability to deliver key services based on set requirements;
  - d. Provision of efficient services within the medium term financial plan and aligned to the Corporate Plan.
8. It is intended to appoint to this post on a 35 hour contract, in line with corporate policy, on a salary range of £154,038 to £173,421 (with the advert stating 'up to £173,421' so as not to discourage any potential candidates at advert stage).
9. If the Panel approves the proposals, preparation and the subsequent recruitment process for the Chief Executive post will commence with immediate effect. An external search agency is being procured through our usual processes to conduct the search, providing expertise in pro-active and targeted search, social media recruitment and having the ability to access wide-ranging networks.

### **Proposed Recruitment process**

10. The proposed process includes long-listing which will be done based on:
  - a. A first stage sift of applications by the Leader and Deputy Leader of the Council with advice from the Head of Human Resources & Organisational Development (and search partner)
  - b. Long-listing interviews of selected candidates following that first stage sift. The purpose of these interviews will be to further reduce the list of candidates to a manageable number for further interviews (the short list), ensuring that only the most suitable and appointable candidates progress to the final Panel selection stages.
11. Recommendations will then be made for a short list of candidates suitable for the Final Panel interview process, which will be decided by a future Appointments Etc.

Panel. The process for the final Panel interviews will also be shared with the Appointments Etc. Panel at that meeting for review and approval.

12. On approval of the short list candidates for final Panel interviews, an assessment process will then be carried out to help inform the final panel interview process. This assessment process will be carried out by the selected search partner, in conjunction with the Head of HR&OD, in order to provide feedback in to the final Panel interviews process.
13. As a result of a statutory requirement reflected in the constitution, before a formal offer of appointment can be made to the post of Chief Executive/Head of Paid Service, the full Council must approve that appointment. Consequently any offer the Panel may wish to make shall be subject to approval by Council.
14. A suggested timeline for the process can be seen in Appendix 2.

### **Supporting Information**

- Appendix 1 – Proposed Job Description and Person Specification
- Appendix 2 – Timeline for recruitment

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

Name: Richard Taylor, Head of HR & OD

Email: [rtaylor@worcestershire.gov.uk](mailto:rtaylor@worcestershire.gov.uk)

### **Background Papers**

In the opinion of the proper officer there are the following background papers relating to the subject matter of this report:

- Council agenda papers 13 July 2017
- Appointments etc. panel agenda papers 6 July 2017

## Job Description – Chief Executive

### Role Purpose:

Worcestershire County Council's Chief Executive is an **inspirational, strategic and effective leader of the highest level** ensuring that the Council's Corporate Plan, vision and commissioning ambitions helping to shape Worcestershire's Future are achieved.

The Chief Executive as Head of Paid Service will ensure the **effective corporate management of the Council**, maintaining the highest standards of governance and probity.

As Chief Executive, you will execute plans effectively, ensuring resources are utilised efficiently, at the right time and in the right place. You will be expected to **enhance the County Council's profile at every opportunity at all levels**, working collaboratively with businesses, partner organisations and other stakeholders.

### Key outcomes to be delivered:

1. Support the Leader, Cabinet and Elected Members in the **delivery of the corporate plan**, a shared vision and priority outcomes for Worcestershire;
2. Ensure all County Council services **are delivered in accordance with the Councils aims, objectives and priorities**, meeting the requirements of regulators, and underpinned by the most innovative prevention and early intervention practice;
3. Ensure that the Council's ambitions for **economic growth and prosperity are fulfilled** and develop strong, collaborative partnerships within the public, private, community and voluntary sectors to ensure that working delivers the best agreed outcomes for people and businesses;
4. Responsibility for the management of all Council employees, including the shaping, and leadership of the Council's Senior Leadership Team, overseeing local services which impact on our most vulnerable in society, while at the same time **driving forward innovation and the changes we need to achieve the best for Worcestershire's residents**;
5. Ensure the **translation of the Council's Corporate Plan and its Medium Term Financial Plan (MTFP)** into effective delivery to achieve the Council's desired outcomes including effectiveness of all its services through service reviews, plans for continuous monitoring and implementation of efficiency savings;
6. **Deliver identified outcomes within available resources executing plans effectively and efficiently**. To be underpinned by a strong financial, commercial and risk management culture, with plans in place to maximise income for the organisation in line with statutory, regulatory and constitution requirements;
7. Develop the Council's commitment to take a positive lead in major local and regional partnerships to achieve, within the overall strategy, **maximum benefit for Worcestershire and its communities at every opportunity**;

8. Ensure a commercial and outcome-focused approach to managing providers (internal and external) and **developing new markets, which deliver best value for citizens**, in terms of achievement of outcomes, financial performance, quality and statutory compliance;
9. Co-create and act as a role model for a Member and officer **leadership culture that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace and passionate commitment** to citizens and their needs across Worcestershire.

### **Dimensions of the Role:**

**Accountable to:** Full Council

**Reporting to:** Leader of the Council

**Statutory Responsibilities:** for the relevant statutory duties as Head of Paid Service

**Political Restriction:** This post falls within the definitions set out in the Local Government and Housing Act 1989 (LGHA), as amended from time to time, of a “politically restricted” post. Therefore the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.

### **Key Relationships:**

**Internal:** Cabinet, Strategic Leadership Team, Wider Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across all directorates.

**External:** Clinical Commissioning Groups, other NHS organisations, health and social care professionals, District/Boroughs, Government Agencies & Departments, Police, Fire, Probation Service, Educational Settings, Suppliers, Contractors, Service providers, Statutory and Voluntary Organisations, customers, members of the public, volunteers.

### **Other/general Duties:**

- Undertakes the role of Clerk to the Lieutenancy of the County of Worcestershire;
- Promote equality of opportunity and diversity for all employees and customers in line with the Council’s policies and practices;
- Undertake the lead role in the County Council’s emergency planning arrangements.

### **Notes:**

- The Council reserves the right to alter the content of this job description, after consultation, to reflect changes to the job or services provided, without altering the general character or level of responsibility.
- Reasonable adjustments will be considered as required by the Equalities Act.

## **Person Specification - Chief Executive**

This is a very high profile and demanding strategic leadership and management role. The organisational scale is substantial and the job is highly visible. While clearly rewarding, the work can be challenging and pressurised at times, with conflicting priorities.

It therefore requires candidates of the very highest calibre who can clearly demonstrate how their experience, knowledge, skills and personal qualities match the following requirements.

### **Experience, knowledge, skills:**

1. Able to demonstrate substantial successful leadership experience at a senior strategic level within an organisation of appreciable scale and complexity. In view of the size of the role this experience must include substantial experience at first or second tier level (i.e. at Chief Executive, Director or equivalent level within a main function or division). Experience can be either gained in public (including voluntary sector) or private sector roles, but candidates must be able to demonstrate both that their experience is relevant and that they have a good understanding of the challenges of operating as the CE of a large democratically led organisation.
2. Able to demonstrate the high level of 'know how' and management skills required to;
  - a) deliver the Council's aspiration to be an excellent commissioning organisation
  - b) effectively manage the significant day to day and strategic challenges of the role.
  - c) support the devolution of decision-making and services delivery to a more local level, where appropriate
  - d) achieve continuous improvement in performance, encouraging innovation and appropriate challenges to the status-quo.
  - e) ensure a strong customer focus and value for money ethos throughout the Council.
3. Must be a very effective communicator, able to extend and improve the Council's national profile and influence, and build positive and productive relationships that gain the respect, trust and confidence of members, staff, partners, customers and other stakeholders.
4. Must have the knowledge and personal confidence to provide authoritative advice to staff and elected members.
5. Able to demonstrate evidence of commercial and sound financial management skills.

### **Personal qualities and outlook:**

1. An effective and 'visible' leader, with the personal vision and presence to inspire and empower the County Council to improve and achieve its key objectives.
2. A 'moderniser' – committed to improvement, clear customer focus and understands the Council's approach to delivery.
3. A modern approach to people management, demonstrating an effective balance between direction, empowerment and assertiveness.
4. Able to work effectively in a political environment, building productive relationships with elected members and demonstrating political sensitivity and diplomacy.
5. Decisive and assertive when required, but always courteous. Able to challenge constructively and to deal with conflict. Never acts aggressively.
6. Resilient and calm when under pressure, able to balance conflicting priorities and manage their time well.



7. Comfortable with the pressures and high level of accountability and associated responsibilities of the Chief Executive role.
8. Demonstrates the highest standards of personal integrity at all times, leading by example.
9. Demonstrates respect for others at all times and is a supporter of the equalities agenda.

## **Management Leadership Competences (MLC) - Level 5**

Chief Executive - Accountable for shaping resource boundaries, structures and priorities of the Council to ensure its mission is met in line with national policy, local needs and the political priorities of the members. Provide thought leadership in the Council's political forum shaping the wider debate around policy linkages, bearing in mind delivery feasibilities. Shaping Council strategy and embedding the values and culture in the organisation needed to ensure effective delivery and performance at all levels.

### **Specific Competences for this level of Management**

#### **Agile Thinking**

- ✓ Think strategically (up to 5 years and beyond) and with business acumen
- ✓ Consciously choose different thinking and processing styles to heighten your effectiveness
- ✓ Use a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making
- ✓ Facilitate member and officer thinking, helping them to look at issues from different perspectives
- ✓ Suspend judgements and engage in dialogue before coming to conclusions
- ✓ Help Senior Leadership Team to share their thinking and facilitate learning

#### **Creating a Compelling Vision**

- ✓ Establish direction by thinking strategically
- ✓ Expand current boundaries of thinking and present possibilities that can take the organisation beyond perceived limitations
- ✓ Translate the vision into clear quantifiable goals
- ✓ Determine and convey the underlying purpose and intent behind the vision
- ✓ Be pro-active in creating and communicating inspiring personal and collective visions
- ✓ Engage and inspire the organisation in building commitment to growth
- ✓ Is in tune with, reads and predicts social, political, economic and cultural trends

#### **Delivering Results**

- ✓ Set clear and meaningful targets in alignment with the WCC's vision and values
- ✓ Ensure a delivery mind-set is embedded within WCC
- ✓ Create results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with the organisation's strategic aims
- ✓ Take personal responsibility for WCC performance and results
- ✓ Be confident in your ability to consistently deliver high performance
- ✓ Use clear targets and metrics to provide feedback on performance

## Leading Change

- ✓ Be adaptable in dealing with change, personally and professionally
- ✓ Deal effectively with ambiguity and uncertainty
- ✓ Forecast changes in the market or environment
- ✓ Provide the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others
- ✓ Understand, deal with and overcome resistance to change
- ✓ Agree and design change initiatives
- ✓ Apply creativity in the change process
- ✓ Seek to evolve WCC to meet future trends by challenging the status quo

## AGENDA ITEM 4

Appendix 2 – Suggested timeline for recruitment process (dependent on availability)

Week Commencing	14-Aug	21-Aug	28-Aug	04-Sep	11-Sep	18-Sep	25-Sep	02-Oct	09-Oct	16-Oct	23-Oct	30-Oct	06-Nov	13-Nov	20-Nov	27-Nov	04-Dec	11-Dec
<b>CANDIDATE PACK / JD/PS</b>																		
Sign off/approve JD/PS & recruitment process by Appointments Etc Panel			24th Aug															
Advert drafted and signed off																		
Development of 'microsite' content																		
<b>CAMPAIGN</b>																		
Agree search geography																		
Advert start to end (2 wk comm targeted campaign / advert 4 weeks)				Tar	Tar	Adv	Adv	Adv	Adv									
Weekly update calls with search partner																		
<b>SELECTION - 1st Stage Interview</b>																		
1st stage sift of applications										Desk top								
1st Stage interview											TBD	TBD						
Appointments Etc. Panel to agree who proceeds to final interview process													TBD					
<b>ASSESSMENT (If agreed)</b>																		
ASSESSMENT - Candidate(s)														TBD	TBD			
Feedback Meeting																		
<b>FINAL PANEL DAY</b>																		
FINAL INTERVIEW(S)																		TBD
APPOINTMENTS ETC PANEL - DECISION																		TBD
Offer made (subject to council ratification)																		

TBD = dates to be determined dependent on availability

This page is intentionally left blank