

Agenda Item No: 4

Report To: Appointments Committee

Date: 9 February 2016

Report Title: Permanent appointment of Chief Executive/Head of Paid Service,

Portfolio Holder: Cllr Clarkson- Leader of the Council

Report Author: Michelle Pecci- Head of HR, Communications and Technology



Summary: Further to the temporary secondment of the Director Operations into the Interim Chief Executive post this report deals with the possible permanent appointment of the Interim post holder to the post of Chief Executive/Head of Paid Service.

The paper also seeks approval of the job description and remuneration package for the Chief Executive role.

Key Decision: NO

Affected Wards:

Recommendations: That the Appointments Committee:-

- i) Considers whether to recommend to Council that the Council appoints the current Interim Chief Executive into the permanent Chief Executive/Head of Paid Service role.
- ii) Approves the remuneration package and job description for the post of Chief Executive.
- iii) Notes that some structural changes recommended by the Chief Executive will be considered by Cabinet in April to ensure capacity at senior level.

Policy Overview:

Financial Implications: The Chief Executive post is fully budgeted and so there is no budget pressure associated with this post.

In addition making an internal appointment saves recruitment and selection costs.

Risk Assessment YES

Equalities Impact Assessment

Other Material

Implications:

Exemption

Clauses:

Background Papers: None

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Report Title: Appointment of Chief Executive/Head of Paid Service.

Purpose of the Report

1. Further to the resignation of the former Chief Executive/Head of Paid Service in late 2015 a decision was made to temporarily second the Director (Operations) into the Chief Executive post on an interim basis pending the conclusions of discussions around possible devolution.
2. Subject to agreement by Council at its February meeting, the proposed merger of several East Kent district councils will not include Ashford. The Council can therefore consider the permanent appointment into the post of Chief Executive, as well as approval of the job description and remuneration package for the Chief Executive role and the Leader has asked for this report to be brought forward..

Background

3. In January 2016, when making decisions about the Chief Executive vacancy there was considerable uncertainty around devolution and countywide discussions on possible structural change in local government in Kent. It was considered that any significant change had the potential to impact on the council's senior officer structure and, by implication this could impact on the attractiveness to external candidates of moving into a Chief Executive role in a two tier district authority.
4. Against this background there was a desire to ensure a steady ship in recognition of the crucial point Ashford had reached in many of its major strategic objectives and an internal appointment achieved this.
5. In February 2016 the Corporate Director (Operations) was seconded into the Interim Chief Executive/Head of Paid Service role for a period of up to 2 years. She retained responsibility for the services currently allocated to that Director in the reporting structure plus the Head of Property and Projects.
6. The Corporate Director (Operations) post was not back-filled but remained on the establishment for the post holder to return to subject to future decisions on structure, recruitment and selection and devolution (as is usual in secondment arrangements).
7. During the tenure of the current Interim Chief Executive much has been achieved, aside from working within a complex political environment providing an interface between members of all groups and management. A significant amount of the Interim Chief Executive's time has been dedicated to ensuring completion of major projects that will have an important bearing on the borough's economic growth.

8. Despite the pressure on staff to deliver these major projects on top of the day job, the Interim Chief Executive has managed to sustain good morale amongst staff, as evidenced by the recent Best Companies staff engagement survey which benchmarked ABC nationally once again as 'one to watch'.
9. Against this background the Appointments Committee may wish to recommend that Council approve the permanent appointment of the Interim Chief Executive to the post of Chief Executive.

Other material implications

10. During her tenure the Interim Chief Executive has had the benefit of 'testing' the structure that the former Chief Executive implemented as he was departing. This has allowed her to identify where there needs to be some realignment and additional capacity. If permanently appointed, the Chief Executive would intend to bring forward proposals for structural changes, bringing stability to the organisation sooner so that officers can continue to focus on key priorities.

The Chief Executive Job Description

11. Attached at **Appendix 1** is the job description for the role of Chief Executive. Members are asked to confirm approval that this should be the role description.

Remuneration package

12. The current salary package for the Chief Executive:

Salary	MG1.3 £110,376 MG1.2 £104,862 MG1.1 £ 99,357 1 st discretionary point 5% of top of grade 2 nd discretionary point 10% of top of grade
Annual Leave	29 days including local condition statutory days, plus public holidays.
Lease car subsidy or cash alternative	£4,280
Annual mileage allowance (to pay for first 3,000 miles travelled within Kent per year)	£450

13. Research on Chief Executive salaries shows that our salary level is comparable with other authorities in the south-east and that we sit around the middle of the table at this salary level.

14. In addition, at the top of this grade are two discretionary points awarded in recognition of high performance, or as part of a retention package, at the discretion of the Leader and Group Leaders once the post holder has reached the top of the grade. The additional points are the equivalent of 5% and 10% of the top of the grade. These points are discretionary and not automatically applied. These points were not included in the temporary role because the post holder will not have progressed to the top of the grade by the time the temporary appointment comes to an end, however it is recommended that the grade for the permanent role continues to attract these discretionary points.
15. Members are asked to agree the salary package as described in the table above.

Risk Assessment

16. Turnover in an organisation can be a healthy; it enables new ideas, a different perspective new skills and experience to come into an organisation. The risk of making an internal appointment is that the council will miss out on these new skills. However, if the Interim Chief Executive is successful in being permanently appointed to the role of Chief Executive she will be recommending changes to the senior officer structure which, if approved, would lead to external advertising a number of senior posts in order to test the calibre of external candidates with a view to bringing in a new set of skills and perspectives where appropriate.

Handling

17. There is a legal requirement for all Cabinet members to be given an opportunity to object to any proposed appointment by the Council of a Head of Paid Service.
18. Accordingly, if the Appointments Committee recommends an appointment to full Council, and full Council wishes to make an offer of appointment, all Cabinet members must then be given the opportunity to object before an offer is made. Following notification of Cabinet members by the Proper Officer, the Leader of the Council may notify the Council that neither he nor any member of Cabinet has any objection to the offer being made.
19. It is therefore proposed that any recommendation of the Appointments Committee is presented to the Council meeting on either 16th February 2017 or 20 April 2017 in order that notifications can then be given to Cabinet members. The Council meeting could then be adjourned for a short period to allow the Leader and Cabinet members the opportunity to consider the matter and notify the Council at the resumed Council meeting as to whether they object to an appointment.
20. There were other consequential temporary adjustments made at the time of appointing the interim Chief Executive, for example temporarily appointing the Retuning Officer. It is proposed that there is consultation as part of a wider

management review that seeks to determine whether these arrangements should be formalised and where this responsibility best resides.

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ASHFORD BOROUGH COUNCIL

JOB DESCRIPTION

JOB TITLE:	CHIEF EXECUTIVE
GRADE:	MG1
POST NUMBER:	0001
RESPONSIBLE TO	The Council through the Leader
JOB SUMMARY:	To provide strong managerial leadership, motivating and inspiring the Council's staff in ensuring that all Members of the Council are fully supported in their various roles and that Council policy is effectively implemented in order to achieve the authority's strategic and corporate objectives as efficiently and economically as possible.
ROLE REQUIREMENTS:	
	MEMBER RELATIONS:
1.	To advise the Council on all matters of general policy and corporate policy, supporting the development of a clear vision, appropriate strategies and robust policies.
2.	To develop and maintain excellent relations with Members, ensuring that they receive the advice and information they need to enable them to discharge their roles in policy making, performance management, representation and scrutiny.
3.	To deliver effective accountability of staff to Members and the public.
	STRATEGIC MANAGEMENT:
1.	To give the Management Team strategic leadership and direction, promoting a corporate approach in both forward planning and day-to-day management. Set clear objectives and goals for members of the Management Team.
2.	To lead the Management Team in setting the strategic agenda for the Borough. To update the Council's Corporate Strategy regularly, and ensure that this is delivered by the service plans within the organisation.
3.	To ensure that the interests of the Council and of Borough residents are fully protected in the operation of the county and

	regional agreements.
4.	To provide leadership on organisational, cultural and transformational change whilst maintaining quality, performance and a customer focused approach.
	SERVICE DELIVERY:
1.	To ensure that value for money, good quality services are provided in the most effective, economic and efficient way.
2.	Maintain and develop relationships with stakeholders and ensure that all stakeholders continue to be consulted.
3.	To exploit the Council's community leadership role by building on and developing partnership working in support of the Council's aims and objectives, ensuring that effective governance arrangements are in place for all key partnerships.
4.	To monitor and manage service and corporate performance to secure continuous improvements.
5.	To engender within the organisation a culture of valuing and celebrating the diversity of the Borough's communities, ensuring that equal opportunities policies and practices are in place to eliminate unfair discrimination whether as an employer or a provider of services.
	RESOURCE MANAGEMENT:
1.	To ensure that the Council is organised effectively and is able to respond to changing needs, that operational accountabilities are clearly defined and appropriately managed and that all services and staff have clear objectives that relate directly to the delivery of the Corporate Plan.
2.	To motivate and lead all staff to deliver good quality and value services in an innovative and flexible way. To ensure effort, skills and time are used productively to achieve high standards in relation to the quantity and quality of performance. To tackle areas of weakness within the organisation and manage poor performance in line with Council procedures.
3.	To support effective medium term financial planning and continued strong financial management and ensure that the Council's financial systems and affairs are properly managed to a high standard and its statutory obligations are met.
4.	To ensure that appropriate project management arrangements and resources are in place to support the delivery of major projects and that progress is reported

	regularly to Management Team and Members.
	COMMUNICATIONS:
1.	To develop, maintain and promote effective communication and liaison throughout the Council and between the Council, the public and other organisations.
2.	To act as an Ambassador promoting the interests of the Council and of the Borough.
	OTHER RESPONSIBILITIES:
1.	The post holder is the Head of Paid Service.
2.	To play a full part in the Council's Emergency Planning arrangements as required under the Civil Contingencies Act and attend training as necessary.
3.	To perform such other duties in connection with the work of the Council as may be required.
4.	To represent the Council as required on the board of local agencies.
	EQUAL OPPORTUNITIES:
1.	To promote equality of opportunity in employment and service provision, and eliminate unlawful discrimination.
2.	To recognise that people have different abilities to contribute to the Council's goals and performance and to take necessary action to give everyone a chance to contribute and compete on equal terms.
	EMERGENCY PLANNING:
1.	To participate as required in the Council's Emergency Planning operations including undertaking training and exercising as directed.
2.	To participate in the response to an emergency which may involve duties outside your normal job description and at times outside your contracted hours.
3.	To participate in the recovery stage following the emergency.
	BUSINESS CONTINUITY:
1.	In the event that an incident has occurred which disrupts the Council's ability to deliver its critical functions, to undertake duties within your competencies in other departments and/or at other locations.

	DATA PROTECTION:
1.	To ensure that data quality and integrity is maintained and that data is processed in accordance with Council policy, the Data Protection Act, the Freedom of Information Act, and other legislation.
	HEALTH & SAFETY:
1.	All employees have responsibilities under The Health and Safety at Work Act 1974. These responsibilities are laid out in the Council's Health and Safety Policy, available on the Intranet or from Personnel.
	ADDITIONAL DUTIES:
1.	To undertake any additional duties of a similar level of responsibility as may be required from time to time.
OTHER CONDITIONS:	
December 2015 MP	

KEY COMPETENCY AREAS

Ashford Borough Council uses a Competency Framework which describes the behaviours all staff are expected to display when performing their role. These behaviours are an important cornerstone of our recruitment and selection processes as well as our performance management processes.

LEADING BY EXAMPLE	WORKING WITH OTHERS
<ul style="list-style-type: none"> • Communicate simply and clearly when writing and speaking • Accept responsibility for own area of work and learn from mistakes • Be consistent when making decisions and dealing with others • Welcome ideas and feedback and encourage openness • Remain calm and composed at times of pressure • Be positive and enthusiastic with a 'can-do' approach and be proactive, with a willingness to get involved 	<ul style="list-style-type: none"> • Treat others with respect and dignity at all times, ensuring that there is no discrimination regardless of background • Take time in conversations and meetings to listen to other people and consider their opinions • Provide help willingly, and share own knowledge, time and skills to assist others • Understand the feelings of others and show tact and empathy • Be approachable and pleasant to interact with • Positively engage with others and keep any criticism constructive
MANAGING OURSELVES	ACHIEVING OUR GOALS
<ul style="list-style-type: none"> • Inspire trust by demonstrating honesty and integrity • Manage workloads effectively to prioritise demands and meet deadlines. Use clear and realistic goals broken down into smaller objectives • Be self motivated and work hard. Use own initiative and require minimal supervision • Challenge yourself to learn and encourage others to make changes to enhance performance and standards • Demonstrate self awareness by understanding the impact of our own behaviour on others • Complete work to the highest standard possible whilst balancing the need to deliver with good attention to detail. 	<ul style="list-style-type: none"> • Look at options before making a decision and promote acceptance of an appropriate level of risk • Be flexible and propose, accept and implement change where necessary • Be brave and use creativity and innovation to solve problems by doing things differently • Understand the direction of the council and where possible seek to replicate and develop good practice from all other sectors and apply their approach to the day to day role • Display loyalty and commitment to own role, team priorities and the council as an employer. Be fully focused on delivery • Be knowledgeable of own service area and have an awareness of the role of other council departments.