

# Shadow Dorset Council

Date of Meeting	7 June 2018
Officer	Proper Officer for the Shadow Dorset Council: Debbie Ward, Chief Executive – Dorset County Council
<b>Subject of Report</b>	<b>Process to appoint a permanent Chief Executive to Dorset Council</b>
Executive Summary	<p>Following a presentation by the LGA in February, Dorset Area Joint Committee authorised the Monitoring Officers to appoint external recruitment consultants to assist in designing and implementing the recruitment of a permanent Chief Executive. GatenbySanderson were appointed following a competitive procurement process.</p> <p>Following the presentation of a paper on 15 May (attached), the Joint Committee agreed that the Leaders continue to work with the Programme Director and appointed consultants to agree final recommendations to the Shadow Dorset Council for the job description, person specification and terms and conditions of employment.</p> <p>A timeline has been developed and, subject to agreement from the Shadow Dorset Council, the aim is to launch the recruitment campaign with immediate effect and have completed the selection process by mid-September.</p> <p>Development and design of the recruitment campaign and selection process has started but needs authority from the Shadow Dorset Council before being launched.</p> <p>Once the selection process has been completed, the final decision on the appointment of the Chief Executive will be presented to the Shadow Dorset Council.</p>
Impact Assessment:	Equalities Impact Assessment: N/A
	Budget: None
	Risk Assessment:

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	<p>Having considered the risks associated with this decision using the LGR Programme risk management methodology, the level of risk has been identified as:            Current Risk: HIGH            Residual Risk: MEDIUM  <i>(i.e. reflecting the recommendations in this report and mitigating actions proposed)</i></p>
Recommendation	<p>The Shadow Dorset Council is asked to agree:</p> <ol style="list-style-type: none"> <li>1. The job description, person specification and terms and conditions of employment, at appendices 1, 2 and 3 to the attached report.</li> <li>2. For the Shadow Executive Committee to be given authority to agree the most appropriate approach for the remuneration for the Chief Executive's post, either as a spot salary or a salary scale with defined performance measures, based on the guidance provided by the LGA to the Dorset Area Joint Committee.</li> <li>3. For the recruitment process for the permanent Chief Executive for Dorset Council to commence with immediate effect.</li> </ol>
Reason for Recommendation	<p>It is critical that the new Chief Executive is confirmed and appointed as soon as possible</p>
Appendices	<p>Dorset Area Joint Committee Paper 15 May 2018 – Process to appoint a permanent Chief Executive to Dorset Council.</p>
Background Papers	<p>As appended</p>
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Appendix

# **Dorset Area Joint Committee**

<p><b>Subject of Report</b></p>	<p><b>Process to appoint a permanent Chief Executive to Dorset Council.</b></p>
<p>Executive Summary</p>	<p>Following a presentation by the LGA to the Dorset Area Joint Committee in February, Members requested that a report be brought back to the May meeting to include the following information for consideration:</p> <ul style="list-style-type: none"> <li>• Salary and terms and conditions of employment</li> <li>• Job description and person specification</li> <li>• Timetable for recruitment</li> </ul> <p>Members authorised the Monitoring Officers to appoint external recruitment consultants to assist in designing and implementing the recruitment and GatenbySanderson have been appointed following a competitive procurement process.</p> <p>The LGA have provided a draft person specification and job description for the role and have recommended a salary in the range of £160k - £175k.</p>
<p>Budget Implications</p>	<p>None</p>
<p>Recommendation</p>	<p>The Joint Committee is asked to agree that the Leaders continue to work with the Programme Director and appointed consultants to agree final recommendations to the Shadow Council for:</p> <ol style="list-style-type: none"> <li>1. The job description, person specification and terms and conditions of employment, the current version of which is set out at appendices 1, 2 and 3 to this report.</li> <li>2. The remuneration for the Chief Executive’s post, either as a spot salary or a salary scale with defined performance measures.</li> </ol>
<p>Appendices</p>	<p>Appendix 1 – Draft job description for the Dorset Council Chief Executive role</p> <p>Appendix 2 - Draft person specification for the Dorset Council Chief Executive role</p> <p>Appendix 3 – Draft terms and conditions for Chief Executive for consideration</p> <p>Appendix 4 - Comparative pay data provided by LGA.</p>

Report Originator and Contact	Keith Cheesman, Programme Director Contact: keith.cheesman@dorsetcc.gov.uk
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## 1. Background

1.1 On 21 February 2018, professional officers from the LGA attended the meeting of the Dorset Area Joint Committee to give a presentation to Members relating to the appointment of a Chief Executive for Dorset Council.

1.2 Following the presentation, Members requested that a report be brought back to the May meeting of the Joint Committee to include the following information for consideration:

- Salary and terms and conditions of employment
- Job description and person specification
- Timetable for recruitment

1.3 As the decision had been taken to invite applications from existing Chief Executives in addition to going to the open market, Members authorised the Monitoring Officers to appoint external recruitment consultants to assist in designing and implementing the recruitment and selection process. Use of external advisers helps to underpin the integrity and objectivity of the appointment decision and avoids any perception of bias that might otherwise be levelled should internal HR advisers be closely involved.

1.4 Members also approved the continued involvement of the LGA in providing independent guidance to officers managing the process, including helping to define the role and the person specification, and recommending levels of pay and terms and conditions of employment.

1.5 It was agreed that the Leaders' Group should act as a Task and Finish Group to oversee the work.

1.6 The Joint Committee is asked to make recommendations to the shadow council on the matters referred to in paragraph 1.2. As explained below, these may be refined with the advice of the external advisers.

## 2. Job description and Person Specification

2.1 The job description and person specification for the role of Chief Executive will be the first created for the Dorset Council. They will be used as the template for other roles in the new authority. They will also be important in marketing the role to potential applicants and need to capture the aspirations and expectations of the Council, reflecting the principles of the 21<sup>st</sup> Century Public Servant and other relevant practice.

2.2 An initial draft job description and person specification for the role of Chief Executive have been provided by the LGA and are attached at Appendix A. Some additions have been made to the original documents supplied by the LGA to reflect early visioning work undertaken by the Joint Committee in April but further work is needed. The external

advisers engaged to support the recruitment and selection process have experience in this field and will be able to help refine and develop these documents as part of their brief.

### **3. Terms and conditions of service**

3.1 At their meeting in February, Members received market information from the LGA regarding salary range and terms and conditions. They have advised a salary in the range of £160k - £175k for a Chief Executive for a unitary authority of this size. This range would compare well with other similar positions recently filled in the sector and attract candidates of appropriate quality. A copy of the comparative pay data previously shown to the committee is attached at Appendix 4.

3.2 The opportunity to be the first Chief Executive for Dorset Council will be attractive to many, but the available pool of candidates may influence the final decision regarding salary, as well as the level of experience and range of skills considered essential to the role. Members will also need to decide whether they wish to offer a spot salary or a salary range with the opportunity for incremental progression linked to delivery of specific targets. Members may feel that it is difficult to specify contractual performance targets on behalf of the new council. Some existing Chief Executives in Dorset are employed on a spot salary and others have access to incremental progression.

3.3 The LGA recommend national Chief Executives terms and conditions for this role. This may be an expectation of any potential candidates currently working in local government. Additional draft terms and conditions are attached at Appendix C for consideration, including the offer of relocation expenses if appropriate. In deciding the shape of the total offer for the Chief Executive role Members will wish to balance the offer of an attractive package with the potential risk for negative publicity. Dorset is an attractive location and will play a part in the effective marketing of the role.

### **4. Appointment of External Advisers and Timetable for Recruitment**

4.1 Following a competitive selection process, GatenbySanderson have been appointed to work with Dorset Shadow Council Members on the Chief Executive recruitment and selection process.

4.2 They have extensive experience in the successful appointment of Chief Executives across a wide range of sectors, including local government and understand the market for very senior roles and how to get the best candidates to apply.

4.3 GatenbySanderson have been commissioned to:

- design and deliver the recruitment campaign
- undertake candidate search activities including targeted contact with individual candidates
- contribute to and advise on the design of the selection process
- undertake an assessment of all applicants against objective selection criteria to create a longlist

- work with and advise elected Members to assess longlisted candidates against objective selection criteria and agree a shortlist
- notify all applicants who are not shortlisted and provide feedback if requested
- draft appropriate questions for Member interview panel. These would be shared and agreed with Members in advance of the panel interview.
- attend any interview panel to advise Members in the selection of the preferred candidate, recording the basis for decision making and providing feedback to unsuccessful candidate

4.4 The job description, person specification and terms and conditions, including salary will need to be finalised in advance of recruitment activity. The final version of these documents will be reported to the first meeting of the shadow council.

## 5. Timetable

5.1 An indicative timetable for recruitment and selection of the Chief Executive for Dorset Council is set out below. Taking account of the need to recruit across the summer months, the agency have recommended an extended period for the longlisting and shortlisting process to ensure the best availability of candidates and other stakeholders involved in the process.

5.2 Identifying stakeholder groups and Members to be involved in the selection process at an early stage will help in setting the date for interviews in good time. This information would be included in any recruitment advertising.

Job description, person spec, salary and other terms and condition agreed	Early June
Soft search activity by agency	Early June
Development/design of recruitment campaign and selection process with Programme Director and Leaders	May/June 2018
Recruitment campaign go live	11 June 2018, following authorisation by Shadow Council Members
Longlisting, technical interviews and shortlisting	Mid July – end August 2018
Selection process runs	w/c 3 or 17 September
Shadow Council decision on appointment	w/c 17 or 24 September

## **Dorset Councils Chief Executive Role Descriptor**

This is a unique role with far reaching impact and influence. The Chief Executive (CEO) will shape and grow a new organisation, building its capacity and capability, establishing its brand and enhancing its reputation – and delivering the promised benefits. Influencing across the Dorset Area, with tangible benefits to the workforce and to the public, this role requires a dynamic balance of strategic vision and pragmatism.

Beyond forging the unitary authority, and inspiring new colleagues, the CEO is responsible for designing the Strategic Leadership team, ensuring that the authority is fit for purpose and delivering on its commitments to the Leader, Members and its communities.

Working effectively with elected Members to provide leadership, vision and strategic direction for the Council and ensure the Council is appropriately structured, managed and resources directed to deliver corporate priorities and objectives.

Specifically, the CEO is responsible for:

- Building and leading a highly competent and delivery focused Strategic Leadership team and ensuring high levels of performance and inclusive leadership behaviours
- Exerting influence at the most senior levels across an extensive range of government departments, public bodies and suppliers – establishing credibility and building the Authorities business and reputation
- Leading the Strategic Leadership team with a clear identity in terms of its flexible and responsive ways of working, inclusive and diverse culture, and high levels of employee engagement in order to encourage commitment. Attracting, developing and retaining employees with the right skills and experience will be key. It is really important that candidates are able to demonstrate successful leadership experience at this level and an ability to shape the culture, leadership and talent of an organisation
- Advising members on strategic direction and performance
- Maintaining effective corporate governance, financial, performance, risk and assurance systems and processes
- Maintaining networks, through reputation and achievement, across an extensive field of stakeholders
- Accountable for the effective strategic direction and performance of the workforce. Supporting the development of a learning and performance management culture which sets clear



objectives for individual and service level performance, is based on the principles of partnership and cross service working, is linked as appropriate to outcomes determined by national and local performance indicators, and strives for continuous improvement across services.

- Demonstrating and leading a commitment to a customer-focused and innovative organisational culture, taking controlled risks to achieve greater success and to maintain an environment where employees are inspired and motivated to give their best.
- Hold Strategic Directors to account for delivery of their corporate priorities, improvement priorities and other key responsibilities.
- Maintain effective communications and reporting protocols with all Statutory Officers and respond appropriately to recommendations made by Statutory Officers
- Chair and develop the Strategic Leadership Team and develop broader organisational capability, ensuring resources within the organisation are appropriately targeted and managed and applying flexibility where necessary to achieve future objectives.
- Maximise the resources available to the Council by leveraging the funds required for the organisation to meet its short and longer-term objectives.
- Support the development of a learning and performance management culture which sets clear objectives for individual and service level performance, is based on the principles of partnership and cross service working, is linked as appropriate to outcomes determined by national and local performance indicators, and strives for continuous improvement across services.
- Demonstrate and lead a commitment to a customer-focused and innovative organisational culture, taking controlled risks to achieve greater success and to maintain an environment where employees are inspired and motivated to give their best.
- Act as a lead ambassador for the Council, representing and promoting the Authority at a local, regional and national level in order not only to raise the profile of the Dorset area and further its objectives, but also to identify, share and apply best practice from a range of sources, and to influence national policy making.
- Understand, develop and manage complex partnerships involving other public sector agencies, business and community and voluntary groups in order to advance the development of Dorset area and improve the quality of life for its citizens
- Ensure services are effective, efficient and responsive to local circumstances and meet best value principles, and that departments are rigorous about service quality, apply standards fairly and consistently, and have robust mechanisms to monitor the impact of service delivery.

- Value the diversity of Dorset's communities, ensuring equality of access and treatment in service delivery and employment.
- Take lead responsibility for the health and safety of all employees or others who may be affected by the activities and functions of the Council, and ensure adequate resources are made available so the Council can meet its legal obligations under the Health and Safety at Work etc. Act 1974.
- Undertake statutory duties as Head of Paid Service and properly exercise the authorities delegated to the role of Chief Executive according to the Council's Constitution. Acting as Returning Officer and Electoral Registration Officer.

Draft 2 13/4/18

## **Dorset Councils Chief Executive Person Specification**

As part of their application, candidates must ensure that they provide examples to evidence their knowledge, skills and experience against the following essential criteria:

### Qualifications

- Educated to degree level or equivalent
- Evidence of relevant continuing managerial and professional development

### Specialist Knowledge & Experience

- Extensive experience of working successfully in a senior management role in a complex organisation, such as a significant Local Authority
- Experience of successfully leading large scale and complex transformation programmes involving structural and cultural change.
- A record of achievement in leading and making a sustained contribution to strategic leadership, decision making, policy formulation and service delivery
- Knowledge of the range of issues facing individuals, communities and government, both local and central, and their implications for planning and delivering services
- The ability to work corporately and manage resources effectively in a complex environment, including the ability to interpret and understand complex financial and budgetary information, and to negotiate and influence to direct resources
- The ability to establish effective individual and service performance measures and evaluate service quality and individual performance to deliver significant improvements to secure best value
- Extensive management experience and success in leading and managing organisational and cultural change
- The ability to keep track of and interpret national and other major developments as they impact on the work of the Council and to present them to Elected Members in a timely and

effective manner in order to maximise the capacity of the Council to lead and influence events rather than simply reacting to them

- Success in developing effective working relationships, building trust and influencing partnerships to deliver services
- Demonstrable experience of taking difficult or contentious decisions and the ability to constructively manage conflict

#### Practical and Intellectual Skills

- The ability to develop and articulate a vision of how the organisation should operate in future, and to unite others to work together to realise that vision
- The ability to think creatively and innovatively in developing, recommending and leading strategic initiatives and policies to assist in the achievement of organisational goals
- The ability to provide inspirational leadership and to support, motivate and enable a large and diverse group of people at all levels within the organisation
- The ability to provide effective and citizen focused services and promote collaboration, innovation and flexibility, fostering a positive organisational culture in an ever changing environment
- The ability to deliver successful outcomes through others using leadership, inspirational and motivational skills as well as direct support and intervention to develop high performance in direct reports
- The tenacity and professional courage to oversee the successful resolution of significant issues and projects
- Highly developed political sensitivity and an understanding of, or the ability to acquire an understanding of the political context including devolved responsibilities and legislative differences

#### Personal Attributes

- A high degree of political awareness and sensitivity and commitment to working closely with all councillors, local organisations and communities

- Exceptional communication skills in order to be a credible and convincing advocate for the Council and to be able to relate to people at all levels both inside and outside the Council
- An open, facilitative and persuasive manner with highly developed interpersonal skills
- Highly developed diplomatic skills, particularly in motivating, negotiating and persuading others, including partner organisations
- Professional personal presentation and a level of self-awareness that helps build rapport and credibility, trust and confidence
- Proven ability to challenge others constructively and improve others' performance through coaching/mentoring skills
- Demonstrable flexibility in their thinking and actions to help build an effective and efficient organisation
- Self-motivated with a strong sense of purpose and drive for achievement
- Consistently demonstrates resilience under pressure
- Personal commitment and evidence of achievement in the promotion of equality and diversity both in service delivery and employment

Draft 2 13/4/18

## **Terms and Conditions**

**The appointment is within the terms of the JNC for Local Authority Chief Executives.**

### **Working hours**

Nominally 37 hours per week. Due to the nature and seniority of this post there is a requirement to work longer hours as necessary. No additional payment/enhancement for any hours worked in excess of 37 hours per week or hours undertaken outside of normal office hours are applicable.

### **Annual leave entitlement**

33 days annual leave plus 8 public holidays.

### **Pension entitlement**

Local Government Pension Scheme.

### **Relocation expenses**

Subject to qualification, the authority offers a relocation package.

Reimbursement of removal fees (legal fees, estate agent fees and one building society survey fee) up to a maximum of £6,533.

Disturbance allowance (i.e. for general costs of moving and resettlement, e.g. reconnection charges, replacement carpets etc) up to a maximum of £935.

A maximum of £97 per week towards temporary accommodation for a period of up to six months. (This applies to those employees separated from dependants with whom they would normally live or while two homes are maintained).

### **Annual Medical**

An annual medical examination is required

### **Annual Performance and Development Review**

The Chief Executive has an externally facilitated annual PDR conducted by a Panel of Elected Members comprising the Leader of the Council and the political group leaders.

### **Commitment to Continued Professional Development**

The Council is committed to staff development. Payment of fees for relevant training courses is available, subject to approval.

## **Sickness Scheme**

The National sick pay scheme provisions apply - one month at full pay and two months of half pay in the first year of service, rising to six months at full pay and six months of half pay after five years' service.

(April 2018)

## **Comparative Pay data report for senior roles at the new Shadow Dorset Council**

### ***Introduction***

We have been asked to provide comparative pay data that will inform and assist the new council when determining its pay structure and remuneration for senior management posts.

The new unitary council which comprises all of the old Dorset County excluding Bournemouth, Poole and Christchurch is at the eastern end of the south West region. The region is an extremely attractive area in terms of its local amenities and environment; which, combined with its proximity to London and quality of life make it one of the most expensive areas in the UK to buy or rent accommodation. In this context if the new Council wishes to attract the best quality candidates to apply for its new senior manager roles it should consider comparative pay data from the London region as well as the South West.

### ***Methodology***

To provide a picture of current pay levels we have provided details broken down at senior levels. This includes a recent analysis in 2015, of the data submitted to the Epaycheck pay database by participating local authorities; and, also published data from authorities of a similar size and type. While the Epaycheck data is now nearly three years old, the climate of low inflation; austerity; and very low national pay awards has resulted in very little movement in this market. If anything the trend has been to reduce rather than increase pay when senior management posts become vacant or local reviews are undertaken.

We have provided data for tier 2 or 1<sup>st</sup> tier director posts but this comes with the following caveat;

- when analysing comparative data for first tier directors it is important to recognise that the final structure that the Council agrees will impact on levels of remuneration. As can be seen from the analysis of similar unitary councils from around England, there are a range of different strategic management and organisational structures. The number of posts and structure of the team will impact on relative job size and consequently should be considered when determining salary level.

Information has also been collated on other additional elements of remuneration offered to senior managers in local Government.



### **Comparative pay data.**

From the Epaycheck survey the following pay data showed:

The median for Chief Executive Posts for unitary authorities was **£147,489** in 2014/15 (compared to £160,000) in 2010. A breakdown in the South West is shown below.

South West	Lower quartile	Median	Upper	No of posts
Chief Executive	£137,175	£150,314	£159,409	15

London	Lower quartile	Median	Upper quartile	No of posts
Chief Executive	£164,364	£175,313	£188,978	29

Median pay for tier 1 posts in shire /county single tier authorities was highest in London (**£175,313**) closely followed by East Midlands (£173,528) and East of England (£171,313). The lowest pay was in Wales (£127,642) and the North East £149,373)

### **Tier two Roles**

The median for tier 2 (directors) for all unitary authorities was **£107,156** in 2014/15.

South West	Lower quartile	Median	Upper quartile	No of posts
Tier 2	£98,202	£109,375	£122,500	64

London	Lower quartile	Median	Upper quartile	No of posts
Tier 2	£126,076	£128,300	£138,175	87

Median pay for tier 2 posts in shire /county single tier authorities was highest in London (£128,300) closely followed by East Midlands (£124,562) and West of England (£117,186). The lowest pay was in Wales (£97,958) and the North of England £107,732)

Analysis of current pay for senior managers at comparative Councils is set out below.

Authority	Chief Executive	Strategic Directors	3 <sup>rd</sup> and 4 <sup>th</sup> tier roles
Bournemouth	£126,627	3 £103,850- £110,000	
Plymouth	£153,015	People £132,306 Place £125,641 Trans(2) £102,345 Excluded PH,s	11 3 <sup>rd</sup> tier roles £55,118 to £101,429
North Tyneside	£146,300	2 excluding PH £121,050 Dep CX Health Education Care Safeguarding £101,067	20 posts ranging from £74,255 to £96,740
Wirral	£177,456	Asst CX £111,117 Dir Children £140,00 Corporate Dir £124,255 Dir Health and Care£115,117	11 posts ranging from £68,690 to £103,606
Sunderland	£177,456	3 Exec Dir £118,996 to £130,000	2 posts to £100,267 44 posts £59,999 to £99,999
Southampton	£176,087	Under review pay grade £119,399 to £143,258	13 posts £62,377 to £111,175
Bristol	£160,000 (prev salary)	Subject to review proposal Exec Dir £135 to £165.00	Level 2 £94,000 to £120,000 Level 2 £85,000 to £105,00
Redcar and Cleveland	£148,158	3 Strategic Dir £119,075	8 Dir posts 1 at £102,157 Others £78,723
Derby	£163,216	People £121,280 Place £115,771	14 posts from £70,430 - £84667 plus 41 Hds Serv up to £60,005

Darlington	£155,000	3 Dirs £120,999	11 posts £75,999 to £90,999
St Helens	£141,399	£118,209	Snr Asst Dir £76,555 Asst Dir £71,904
North East Linc	£135,000	Deputy CX Children's and Adults £120,00	9 Dir posts £80-£90k (1 on £95k)
Sefton	£140,00	2 Exec Dir £115,000 Dir Social Care £125k	52 posts ranging from £50k up to £90k
Dudley	£166,650	2 Exec Dir £125,000 & £118,170	8 posts £90,000 32 posts from £53,916 to £67,586.
Gateshead	£161,490	£112,569 (5)	21 service Directors salary ranges from £60,000 to £95,000
Bolton	£188,719	£137,714 (3)	16 posts £85,842 - £127,513
Tameside	£168,578	£125,243 (3)	13 Asst Dir £77,554 - £87,856

***Additional elements to the remuneration package for senior staff***

The following table shows where Authorities indicated a range of a number additional payments

	No of Councils	% of Respondents	No of Posts	% of posts Covered	Upper quartile Additional pay
P R P	15	6%	155	4%	£6,,565
Essential Car User Allow	47	18%	351	9%	£1,239
Lease Car Allow	47	18%	245	6%	£4,395
Other pay	36	14%	250	6%	£6,320

## **Conclusion**

All Councils are faced with the challenge of recruiting and retaining senior staff in what is a relatively small pool of appropriately qualified individuals, e.g. children's and adult's services. They face continuing challenges for the necessary skills and experience from the private sector and other public sector bodies.

Analysis of the pay data contained in this report suggest 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 post should be pitched somewhere within the range of **£160,000-£175,000**.

Importantly, research also shows that individuals are attracted; retained; and, engaged by a range of both financial and non-financial rewards. As a consequence a coherent link between reward; an overall positive approach to people management; regional attraction; and, the challenge of leading a new organisation should provide the Council with a strong shortlist of candidates for these critical posts.

Senior adviser

LGA February 2018