



Norfolk County Council
at your service

Personnel Committee

Date: **Monday 10 June 2013**

Time: **2.00 pm**

Venue: **Room 519, 5th Floor, County Hall, Norwich**

Supplementary Agenda

Membership

Mr B Borrett
Mr T Coke
Mr C Jordan
Mr G Nobbs
Dr M Strong

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Report by Acting Head of Human Resources

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Head of Democratic Services
Despatched : 7 June 2013

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APPOINTMENT OF MANAGING DIRECTOR

Report by Acting Head of Human Resources

1. Background

- 1.1 At its meeting on 14 January 2013, the County Council agreed revised responsibilities for the new role of Managing Director as set out in Appendix B, attached.
- 1.2 The terms of reference for the Personnel Committee set out its responsibility for establishing an Appointment Panel to carry out the appointment of any senior officer. In terms of the most senior role in the council, Appendix 15 of the Constitution provides that the Full Council will approve the appointment following the recommendation of such an appointment by an Appointment Panel appointed for this purpose by the Personnel Committee.
- 1.3 The Personnel Committee at its meeting on 28 January 2013 resolved that an appointment panel of five members be established, consisting of four members of the Conservative Group and one member of the Liberal Democrat Group. The Committee also resolved that the Appointment Panel invite the involvement of other political groups in stakeholder panels which would form part of the final selection process.

2. Appointment process to date

- 2.1 The proposed process for the appointment was set out in the report to County Council on 14 January 2013 as follows:-
 - Establishment of Appointment Panel by Personnel Committee.
 - Selection of recruitment consultants (if agreed) by Appointment Panel.
 - Recruitment consultants undertake market search and public advertisement.
 - Recruitment Consultants recommend longlist to Appointment Panel.
 - Longlist assessment process with external technical assessor.
 - Recruitment Consultants recommend shortlist to Appointment Panel

- Final assessment process by Appointment Panel, supported by stakeholder involvement.
 - Appointment Panel recommend preferred candidate to Full Council.
- 2.2 At its meeting on 12 February 2013, the Appointment Panel selected Davidson & Partners to work with them to provide independent external advice and agreed the process and timescales to be followed. The Panel accepted the advice of Davidson & Partners that the process should be taken to long list stage prior to the County Council elections in May, allowing the new Council to appoint a new Appointment Panel to take forward the shortlisting and final assessment stages of the process.
- 2.3 At its meeting on 24 April 2013, the Appointment Panel were informed that all of the then Group Leaders of the Council had been made aware of the proposed approach and the dates set, so that these could be dealt with as appropriate by the Group Leaders in the new Council. The Panel were asked to note the views of the Labour Group that they did not consider themselves bound by any decisions that may be taken prior to the election of a new Council so far as they related to the appointment to the new role of Managing Director.
- 2.4 Following the election of the new Council on 2 May 2013, an informal meeting of the proposed new Appointment Panel was held on 9 May 2013 to receive the shortlist recommendations. In the light of the earlier stated objections of the Labour Group, the Labour Group Leader declined to participate in the meeting.
- 2.5 A shortlist of five candidates was agreed. However, two have subsequently withdrawn. The remaining three shortlisted candidates have been informed that the process has been delayed due to the adjournment of the County Council's AGM.
- 2.6 The Committee is asked to note that interim management arrangements are in place in which the Head of HR and OD is undertaking the role until a permanent replacement is found. These arrangements have not been expressed to be time limited.

3. Potential scenarios and implications

- 3.1 It is recognised that, in the light of the new political arrangements at the County Council, Members may wish to re-consider the approach.
- 3.2 The potential scenarios and the immediate implications of each of those are as follows:-
- a) Continue with the appointment as planned.

The three remaining shortlisted candidates will wish to understand the aims and objectives of the new Council and to reach a view as to whether they would wish to continue with their candidacy.

The Appointment Panel would need to consider whether the three shortlisted candidates were still appropriate.

- b) Start afresh with a new appointments process tailored to the aims and objectives of the new Council, either immediately or in the near future.

This would require Personnel Committee to commission a new appointments process.

- c) Review the Managing Director model in the light of the aims and objectives of the new Council.

This would represent a change to the decision of the County Council on 14 January 2013 and would therefore require an appropriate report and recommendation to Full Council.

- 3.3 Hamish Davidson of Davidson & Partners will attend the meeting to provide advice to the Committee on the detailed implications of each of the above scenarios.

4. Recommendation

- 4.1 That the Committee determine whether it wishes to:-

- i) Continue with the appointment as planned.
- ii) Start afresh with a new appointments process tailored to the aims and objectives of the new Council either immediately or in the near future.
- iii) Review the Managing Director model in the light of the aims and objectives of the new Council.

The steps that would need to be taken in the light of each of these scenarios are set out in Appendix A. In the light of the Committee's decision on the preferred approach, the Committee are then recommended to consider and agree specific next steps.

Audrey Sharp
Acting Head of HR
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NEXT STEPS IN RECRUITMENT OF MANAGING DIRECTOR ROLE

OPTION 1

Continue with the appointment process as planned with current shortlist.

Next steps:-

Process will continue as planned albeit with slight delay in timescale, with new Appointment Panel, and with technical adviser and stakeholder input as previously planned.

OPTION 2

Start afresh with a new appointments process tailored to the aims and objectives of the new Council, immediately or in the near future.

Next steps:-

- a) Cabinet to confirm the aims and objectives of the new Council
- b) Recruitment consultants to embark on a fresh search for a longlist of candidates.
- c) New timescale and process to be drawn up.

OPTION 3

Review the Managing Director model and start afresh with a new appointment process in the light of any decision on the nature of the role and the aims and objectives of the new Council.

Next steps:-

- a) Any proposal to change the model would require a report to Full Council for its decision. The next ordinary meeting of Full Council is on 29 July 2013.
- b) The role description will need to be reviewed to assess whether it appropriately describes the role in the light of the new Council's aims and objectives (Appendix B).
- c) This approach will require a revised timescale, so Members may wish to consider the present interim management arrangements under which the Head of HR and OD is undertaking the role on an acting basis until a permanent replacement is appointed.

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| MANAGING DIRECTOR: JOB DESCRIPTION |
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PURPOSE OF POST

- (a) To be the County Council's principal policy and business adviser.
- (b) To be the managerial leader, ensuring that the staff of the County Council deliver the agreed objectives and priorities.
- (c) To deliver, within a politically-led environment:-
 - The Council being positioned at the leading edge of public service innovation.
 - The pursuit of new funding and income streams to ensure the Council is as self sufficient as possible.
 - Challenge to all parts of the Council to ensure that the working practices, systems and behaviours of staff accord to best practice in the commercial world.
 - The Council taking a prominent role in community leadership for Norfolk, working within complex partnerships across the public, private and third sectors.
 - Effective arrangements for ensuring a closely aligned political and managerial partnership focused tightly on delivery and strategic outreach.

Statutory Responsibility

Head of Paid Service (to be considered as part of the Organisational Review)

Other Responsibilities

Clerk to the Lieutenancy

PRINCIPAL ACCOUNTABILITIES

1. Ensure that the Council oversees excellent public services that make a difference to Norfolk's communities.
2. Work with Cabinet to lead and develop relationships with key stakeholders in Government, and across all sectors and communities in Norfolk, creating partnership working to influence views and decisions for the benefit of Norfolk communities. In particular to shape and influence public sector spend and best use of resources in Norfolk.

3. Ensure the Council operates on a strong commercial footing, reducing costs and increasing income, whilst managing demand.
4. Develop and sustain organisational arrangements that harness the capacity and resources in Norfolk's communities to improve quality of life.
5. Sustain and develop a management culture, ways of working and processes that facilitate meeting the objectives and priorities of the Council in the most effective way.