



## Employment and Appointments Committee

<b>Date:</b>	Thursday, 27 January 2011
<b>Time:</b>	6.15 pm
<b>Venue:</b>	Committee Room 2 - Wallasey Town Hall

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## SUPPLEMENTARY AGENDA

7. APPOINTMENT OF CHIEF EXECUTIVE (Pages 1 - 10)

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## EMPLOYMENT AND APPOINTMENTS COMMITTEE

27 JANUARY 2011

<b>SUBJECT:</b>	<b>APPOINTMENT OF CHIEF EXECUTIVE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR SIMON HOLBROOK</b>
<b>KEY DECISION?</b>	<b>YES</b>

### **1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is ask Members to consider the options available to appoint a Chief Executive, following the retirement of the Council's permanent Chief Executive in September 2010.

### **2.0 RECOMMENDATION/S**

- 2.1 It is recommended that the Employment and Appointments Committee:
1. Consider the options discussed in this report.
  2. Agree the most suitable option for the Council, including a timetable for the recruitment and selection process.

### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 The Council has an Interim Chief Executive appointed for up to nine months, ending on 1 June 2011. There is therefore a need for permanent arrangements to be made to ensure that the organisation continues to deliver its priorities in the future. Members are asked to consider the options so that arrangements can be made for the recruitment process to appoint a permanent Chief Executive.

### **4.0 BACKGROUND AND KEY ISSUES**

#### **4.1 Background**

Employments and Appointments Committee (17 August 2010, minute 19) agreed the release of Wirral's then Chief Executive, under the Council's Early Voluntary Retirement Scheme, effective 30 September 2010, and recommended to Council that the Deputy Chief Executive be appointed to the position of Interim Chief Executive for up to nine months (end date 30 June 2011). This was subsequently approved by Council on 18 October 2010, minute 37.

## 4.2 Key Issues

### 4.2.1 Decision Making Process

The Employment and Appointments Committee recommend an appointment to Full Council who make the final decision.

The Employment and Appointments Committee may wish to appoint a selection panel or to act as the selection panel themselves. Any such selection panel will be a sub-committee and this must comply with the principle of proportionality in its composition.

### 4.2.2 The Decision Making Options

Outlined below are the key decision making stages in the selection process. Members are asked to consider their preferred options.

Process	Role and/ or Options
Agreement to and oversight of the recruitment and selection process	The Employment and Appointments Committee
Agreement of the Job description, person Specification and Advertisement	1. The Employment and Appointments Committee 2. The appointment of a working group
Agreement to the detail of the selection process	1. The Employment and Appointments Committee 2. The appointment of a working group
Long listing for the full range of application	The Employment and Appointments Committee
Process to recommend a shortlist	1. The Employment and Appointments Committee 2. The appointment of a sub- committee 3. The use of an External advisor to Interview with The Head of HR and OD
Shortlist for final selection process	The Employment and Appointments Committee
Optional first stage selection by Elected members	1. The Employment and Appointments Committee 2. The appointment of a sub-Committee or panel (e.g. compulsory the three group leaders)
Final stage selection	The Employment and Appointments Committee
Recommendation to Council	The Employment and Appointments Committee

### 4.2.3 Timescale for Appointment

A provisional timescale is attached at Appendix One. The timescale for the appointment of a Chief Executive is up to a maximum of nine months, dependent upon internal or external appointment and period of notice.

#### **4.2.4 The type of Contract**

Members are asked to consider whether the appointment of the Chief Executive should be on a permanent or fixed term basis. Appointment of a Chief Executive on a fixed term basis would allow the Council to review its appointment at the end of the fixed term period. However, a fixed term period can reduce the level of stability for the organisation. If the appointment is made on a fixed term contract, consideration needs to be given to the length of the contract. If a fixed term contract is used for two years or over, this will also attract the right to a severance payment at the end of the contract.

#### **4.2.5 The salary of The Chief Executive**

A summary of Chief Executive benchmarking salary data from the North West region is attached at Appendix One. Wirral offers the lowest salary range in the region for a Metropolitan Authority. Members are asked if they wish to review the salary.

#### **4.2.6 A shared Chief Executive**

Members are asked to consider the option to share a Chief Executive with a neighbouring Council. This offers a more cost effective option for Wirral as employment costs are shared. However, Wirral would need to explore the viability of this option, including interest from neighbouring Councils. This could potentially be time consuming and delay a final appointment. At a time of change members are asked to consider whether the timing is right for this option.

#### **4.2.7 Job Description, person Specification**

The Selection panel will need to agree the final job description and person specification for the role.

#### **4.2.8 Advertisement/Search for a Long List of Candidates**

To put Wirral in the position of having the best possible choice of candidates, there are some options of how and where to advertise the position. It is usual to advertise in more than one media. However, given the financial context, members may wish to consider the options. Indicated below are the most usual publications for the placing of an advertisement with a price per half page:

1. Local Government Chronicle (£3000)
2. Municipal Journal (£4,200)
3. The Times and The Sunday Times (£1500)

In view of the current jobs market and financial context, Members may wish to consider whether they wish to continue to use a search consultant. The cost of a search consultant is approximately £8,000.

#### 4.2.9 Long List

All applications would normally be evaluated by Elected Members and a long list of candidates for further assessment produced.

#### 4.2.10 Initial Assessment and Shortlist

Following long list, it is recommended that candidates undergo an assessment so that the most suitable candidates can be short listed. This will depend, however, on the number of candidates on the long list. However, irrespective of this, members may wish to have a pre-interview assessment to screen candidates before the formal Elected Member selection process.

The options are;

1. The use of an external advisor could be considered at this stage work with the Head of Human Resources and Organisational Development, with or without tests, to recommend a short list.
2. Options for an external advisor include;
  - I. North West Employers is able to provide an advisory service free of charge.
  - II. The use of a current or retired Chief Executive and may incur a charge
  - III. The use of a recruitment consultant
3. An appointed member selection panel for longlisting

There is also an option of using appropriate psychometric and occupational testing (leadership, problem-solving, creativity) is used to inform the selection process. Psychometric and Occupational tests will need to be purchased from approved suppliers. The cost will increase if an external advisor is used to support the evaluation and analysis of the tests. The cost per candidate is likely to be in the region of £300 per candidate, which will increase to approximately £500 per candidate if an external advisor is used.

#### 4.2.11 Selection

Short listed candidates would then be invited to the final selection process which is usually two days. The process would normally involve a combination of formal and informal processes. The informal process could include meetings with Elected Members, partners, and senior managers. The formal process includes options for psychometric/occupational testing, leadership exercises, presentations and formal interviews.

The format for final selection could include:

1. Day one: informal day which would not be part of the decision making process.  
  
Day two: formal day of assessments, including exercises and interviews for all candidates.

2. Two days of formal assessments, including exercises and interviews for all candidates, with informal process built into the timetable.
3. Two days of formal assessments, including exercises and interviews with informal process built into the timetable.

Day one: formal assessments with Elected Members, as a de-selection process. Informal meeting can also be included on Day one.

Day two: formal assessments with final candidates.

## **5.0 FINANCIAL IMPLICATIONS**

A summary of potential costs is attached at Appendix Three.

## **6.0 RELEVANT RISKS**

- 6.1 At a time of change, a delay in the process can contribute to Organisational uncertainty. There is also an issue of the interdependency of the other interim positions at the senior manager level. Any delay in appointment will affect the timescale of decision making for these posts.

## **7.0 OTHER OPTIONS CONSIDERED**

- 7.1 As detailed in the report.

## **8.0 CONSULTATION**

- 8.1 None.

## **9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 9.1 None arising from this report.

## **10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 10.1 The recruitment and selection process will be managed by Human Resources and Organisational development with the option of using an external advisor to support the decision-making process.

## **11.0 LEGAL IMPLICATIONS**

- 11.1 The Council will ensure that all relevant employment legislation is complied with throughout the recruitment and selection process.

## **12.0 EQUALITIES IMPLICATIONS**

- 12.1 There are no additional implications.

- 12.2 Equality Impact Assessment (EIA)

- |                                       |     |
|---------------------------------------|-----|
| (a) Is an EIA required?               | No  |
| (b) If 'yes', has one been completed? | N/A |

### **13.0 CARBON REDUCTION IMPLICATIONS**

13.1 There are no carbon usage implications or other relevant environmental issues arising from this report.

### **14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

14.1 There are no planning and community safety implications arising from this report.

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### **APPENDICES**

Appendix One: Timetable - The Chief Executive Recruitment and selection process  
Appendix Two: Chief Executive benchmarking Salary Data (North West)  
Appendix Three: Summary of potential Costs

### **REFERENCE MATERIAL**

There is no background information referred to or relied upon for this report.

### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Employment and Appointments Committee	17 August 2010
Council Meeting	18 October 2010



## Appendix One

### Timetable - The Chief Executive Recruitment and selection process

<b>Activity</b>	<b>Timescale</b>
Job Description/Person Specification	Week one
Advert Design	Week one
Place Advert	Week two
Advert close	Week four
Long listing	Week five
Assessment of the long list	Week six
Short listing	Week seven
Invitation to the selection days	Week seven
Selection days	Week eight
Council Approval	Optional 18 <sup>th</sup> April
Notice period	3-6 months
Start date	Maximum 9 months from the start of the process

## Appendix Two

### North West Chief Executives benchmarking salary data

Council Type	Chief Executive Salary Range
County	154,347 - 169,782
County	194,655 - 194,655
<b>Wirral</b>	<b>121,807 - 135,341</b>
Metropolitan	124,293 - 140,508
Metropolitan	132,649 - 145,914
Metropolitan	135,393 - 146,805
Metropolitan	137,178 - 150,894
Metropolitan	152,481 - 162,012
Metropolitan	157,480
Metropolitan	165,357 - 181,893
Metropolitan	203,934
Unitary	128,859 - 141,730
Unitary	131,232 - 143,832
Unitary	134,410 - 145,195
Unitary	145,740 - 158,412

## Appendix Three

### Summary of potential costs

<b>Activity</b>	<b>Options</b>	<b>Approximate Cost</b>
Advertisement	LGC MJ The Times	£3,000 £4,200 £1,500
Search Consultant	Optional	£8,000
Assessment (tests)	Optional	£500 per candidate
Longlist interviews	Optional External Advisor	£2000- 4000
Selection day (s)	External Advisor	£750 - £1500

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