



Senior Officer and Appointments Staffing Sub-Committee

Date:	Monday, 25 March 2024
Time:	10.00 a.m.
Venue:	Committee Room 1 - Birkenhead Town Hall

Contact Officer: Christine Morley
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Please note that public seating is limited therefore members of the public are encouraged to arrive in good time.

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AGENDA

- 1. WELCOME AND INTRODUCTION**
- 2. APOLOGIES**
- 3. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

- 4. MINUTES (Pages 1 - 4)**

To approve the accuracy of the minutes of the meetings held on 6 and 7 February 2024.

5. CHIEF OFFICER STRUCTURE UPDATE REPORT (Pages 5 - 18)

Senior Officer and Appointments Staffing Sub-Committee Terms of Reference

Senior Officer Appointments & Staffing Sub-Committee

(a) A Sub-Committee of members of the Policy and Resources, with delegated authority to recommend or make appointments and related matters in respect of chief officers, as set out at Part 4(7) of the Constitution, together with oversight of employment policies, terms and conditions.

(b) The Sub-Committee will not be appointed in accordance with the political balance rules (minute 8(1) of 2020/21 refers) but will consist of:

- (i) the Leader (Chair of Policy & Resources Committee), or in their absence the Deputy Leader (Vice-Chair), who shall chair the Sub-Committee;
- (ii) a member from each of the other Political Groups represented on the Policy & Resources Committee; and (iii) the Chair, or in their absence the Vice-Chair, of the Policy & Services Committee with terms of reference most closely associated with the post concerned (or if that committee concerned is deemed to be the Policy & Resources Committee then the Deputy Leader (Vice-Chair)).

SENIOR OFFICER AND APPOINTMENTS STAFFING SUB-COMMITTEE

Wednesday, 7 February 2024

Present: Councillor J Robinson (Chair)
Councillors L Rennie P Gilchrist
J Williamson A Onwuemene

22 WELCOME AND INTRODUCTION

The Chair welcomed everybody to the meeting.

23 APOLOGIES

Apologies for absence had been received from Councillor Pat Cleary who was substituted by Councillor Amanda Onwuemene.

24 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Sub Committee were asked to declare any disclosable pecuniary and non-pecuniary interests, in connection with any item on the agenda and state the nature of the interest.

No declarations were made.

25 EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

Resolved – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

26 APPOINTMENT OF DIRECTOR OF ADULTS, HEALTH AND STRATEGIC COMMISSIONING

The Panel interviewed the short-listed candidates for the post of Director of Adults, Health and Strategic Commissioning. On a motion by Councillor Jean Robinson, seconded by Councillor Janette Williamson, it was:

Resolved – That Sayyed Osman be appointed to the post of Director of Adults, Health and Strategic Commissioning.

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SENIOR OFFICER AND APPOINTMENTS STAFFING SUB-COMMITTEE

Tuesday, 6 February 2024
9:45am

Present: Councillor J Robinson (Chair)
Councillors L Rennie S Powell-Wilde
C Carubia C Cooke

16 WELCOME AND INTRODUCTION

The Chair welcomed everybody to the meeting.

17 APOLOGIES

Apologies for absence had been received from Councillor Pat Cleary who was substituted by Councillor Chris Cooke; and Councillor Phil Gilchrist who was substituted by Chris Carubia.

18 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Sub Committee were asked to declare any disclosable pecuniary and non-pecuniary interests, in connection with any item on the agenda and state the nature of the interest.

No declarations were made.

19 MINUTES

Resolved – That the minutes of the meeting held on 5 December 2023 be approved as an accurate record.

20 EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

Resolved – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

21 **APPOINTMENT OF DIRECTOR OF CHILDREN, FAMILIES AND EDUCATION**

The Panel interviewed the short-listed candidates for the post of Director of Children, Families and Education. On a motion by Councillor Sue Powell-Wilde, seconded by Councillor Chris Carubia,

It was:

Resolved – That Elizabeth Hartley be appointed to the post of Director of Children, Families and Education.

SENIOR OFFICER AND APPOINTMENTS STAFFING SUB-COMMITTEE

25 March 2024

REPORT TITLE:	CHIEF OFFICER STRUCTURE UPDATE REPORT
REPORT OF:	CHIEF EXECUTIVE

REPORT SUMMARY

This report:

- Updates Members on the arrangements in hand to appoint an interim Director to the post of Director of Regeneration and Place pending a permanent recruitment.
- Seeks permission to recruit a permanent staff member to the position of Director of Regeneration and Place following retirement.
- Seeks Member approval to the recruitment timetable; and
- Details the current Chief Officer Structure, including all 'Chief Officer' and 'Deputy Chief Officer' roles as defined by Part 1 of the Localism Act 2011.

This matter affects all wards in the borough.

RECOMMENDATION/S

The Senior Officer and Appointments Staffing Sub-Committee is requested to:

1. Note the arrangements in hand to appoint an interim Director of Regeneration and Place as set out in section 4 of this report.
2. Note the Chief Executive intent to proceed with recruiting a permanent staff member to the position of Director of Regeneration and Place.
3. Consider the options set out in Appendix one in relation to the permanent recruitment for the Director of Regeneration and Place and indicate any preferred option.
4. Note the intention for a further report to be brought to this Committee in July 2025 with a further update.
5. Note that the Council's Chief Officer Structure will be listed in Article 12 of the Council's Constitution as defined by Part 1 of the Localism Act 2011: this includes all 'Chief Officer' and 'Deputy Chief Officer' roles.
6. Note that the Chief Executive, as Head of Paid Service has delegated authority to amend the Chief Officer Structure at Deputy Chief Officer level (Assistant Director) in year to support the effective delivery of Council plans.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATIONS

- 1.1 The Chief Executive is making this recommendation in response to a retirement at senior level. It is recognised that, given the significance of the role, immediate leadership is required to provide continuity, strategic oversight and corporate grip of all major development projects and schemes across the directorate during a significant period of delivery. This will be sought from an experienced, credible interim with significant experience of working within local government at director level, leading programmes of work with similar scale and complexity.
- 1.2 Given the significance of the role, permanent recruitment will take place. The intention is to advertise internally and externally to test the market and attract the widest possible pool of applicants.
- 1.3 The Chief Executive is committed to ensuring this committee is kept updated on the Council's Chief Officer structure.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Not to recruit to the post of Director: Regeneration and Place; however, this role is vital for the delivery of the Council's significant ambitions and plans in this area, linked to the delivery of the Council Plan.

3.0 BACKGROUND INFORMATION

- 3.1 The Council's plans for regeneration for the borough present a once in a generation opportunity for change. The borough is now leading one of the largest regeneration programmes in the country.
- 3.2 The Council has developed the Birkenhead 2040 Framework which sets out a comprehensive strategy for the regeneration of Birkenhead. Based on the proposals of the Framework, the strategy of the new Local Plan is to deliver all of the Borough's housing needs within existing urban areas, with a particular focus on the use of brownfield sites in Birkenhead. It sets out the spatial blueprint for the area, defining the vision and delivery of a sustainable, green, waterfront 'city' in Birkenhead. It includes delivering exciting programmes in New Brighton, Liscard, New Ferry and Bromborough. The ambitious regeneration programme also includes new commercial and residential developments, which maximise the opportunities from a property perspective. The programmes of work are enabled through the development and implementation of new policies and strategies including the Public Realm Strategy and Design Guide for Birkenhead, a Parking Strategy, a Culture and Heritage Strategy, and a Land Assembly strategy.
- 3.3 The Council is committed to delivering a long-term vision for regeneration, which benefits communities across the borough. A vision, supported by key partnerships including Homes England, the Liverpool City Region Combined Authority and the

Wirral Growth Company, with focus on delivering spaces that change the way our residents live and work.

- 3.4 In May 2022, Council agreed changes to the Constitution which delegated the responsibility for appointment of Deputy Chief Officers (Assistant Director level roles) to the Head of Paid Service. Roles at Assistant Director level are key to ensuring effective leadership of Council services and functions and advice to Elected Members at the relevant committees.

4.0 Director of Regeneration & Place

- 4.1 The Director of Regeneration and Place will be retiring on 30 April 2024.
- 4.2 It is necessary for this key role to be filled immediately to ensure there is senior management capacity and capability in place for the Council to deliver its ambitious regeneration plans. Interim cover is therefore required from May 2024 to provide stability to the regeneration directorate during a significant period of delivery.
- 4.3 Outlined below are options relating to the commencement date for the permanent recruitment.

Option 1:

- 4.4 To commence the recruitment process immediately, advertising by the end of March 2024. This would mean interim cover for a period of up to 6 months with a newly appointed permanent director expected to start late September, subject to notice period.
- 4.5 There are some risks associated with the short-term nature of the interim assignment including limited time to drive the key programmes of work and schemes across the regeneration directorate. In addition, given the length of tenure across the tier below, a shorter assignment period may not allow enough time for the teams and services to benefit from strong leadership and stability.

Options 2 and 3:

- 4.6 To delay the commencement of the recruitment process, advertising later in October 2024 or January 2025 for example. This would mean interim cover for a period of up to 18 months with a newly appointed permanent director expected to start by Spring or Summer 2025.
- 4.7 The longer period of time would allow the interim to drive some of the key deliverables across the regeneration agenda, establishing strategic oversight and corporate grip. The interim would provide leadership across the regeneration and place directorate, ensuring that teams have the support, structure and capacity to deliver, providing stability until the newly appointed permanent director took up post. In addition, the interim can support the development of the tier below in line with the Council's ambition to retain and grow experienced and skilled professionals who

possess organisational knowledge, and who are capable of handling the multifaceted challenges faced by a complex organisation. This approach forms part of the Council's Talent Strategy: developing and retaining the right calibre of talent and recognising and rewarding achievements.

- 4.8 Appendix one outlines the possible recruitment timescales for the options above.
- 4.9 Interim cover at this level is required immediately, irrespective of recruitment commencing late March or later. The approach to commence recruitment later will ensure that consistent leadership and service stability is achieved during a significant delivery period within the Regeneration directorate.
- 4.10 Benchmarking data indicates that the level of grade for this post is competitive. Therefore, it is recommended to commence the recruitment process at the current grades of D1.
- 4.11 Given, the significance of the role, the intention is to advertise both internally and externally to test the market and attract the widest possible pool of applicants.
- 4.12 The job description is in the process of being reviewed. The current job description and is attached at Appendix two.

5.0 Chief Officer Structure

- 5.1 The current Chief Officer structure and functional alignment can be seen in Appendix three.
- 5.2 The Council's Chief Officer Structure, and Heads of Services are listed in Article 12 of the Council's Constitution as defined by Part 1 of the Localism Act 2011. 'Chief Officer' and 'Deputy Chief Officer' are officers of the Council as defined by Part 1 of the Localism Act 2011 and as listed in Article 12 of the Council's Constitution. For completeness, Heads of Service roles have been identified and included in the structure.
- 5.3 The Chief Executive, as Head of Paid Service will, as necessary, review the roles and responsibilities at Assistant Director level to ensure that there is senior management capacity and capability in place for the Council to deliver its plans. The Chief Executive will consider how services across all directorates are resourced, taking account of the range of change programmes, projects and service reviews to ensure a balanced medium term financial strategy.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The costs relating to the recruitment plan and activity will be met within existing budgets.

- 6.2 The interim costs will vary depending on the length of the assignment. Approximate costs for an experienced, high calibre interim at this level is approximately £100,000 per 6-month period.

7.0 LEGAL IMPLICATIONS

- 7.1 The Council will ensure that all recruitment is undertaken in accordance with Employment Procedure Rules, relevant policies and meets its obligations under employment law.
- 7.2 Section 7 of the Local Government and Housing Act 1989 requires that all local authority staff are to be appointed on merit. Part 4 section 7 of the Council's Constitution, the Officer Employment Procedure Rules, sets out the process of appointment for chief and deputy chief officers.
- 7.3 The Council's Chief Officer Structure will be listed in Article 12 of the Council's Constitution as defined by Part 1 of the Localism Act 2011.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 The recruitment activity detailed within this report will be met within existing budgets and delivered within existing resources. The costs associated with the interim role are detailed within the financial implication section above.
- 8.2 The recruitment process will be managed in house. However, in line with established practice the Council will engage Executive Search consultants to undertake search activity for the Director role. These costs will be met from existing budgets.

9.0 RELEVANT RISKS

- 9.1 There are risks to the Council if it does not have the appropriate capability within the senior team to deliver its plans.
- 9.2 There are always risks arising from the recruitment process and the job market is very competitive as this time. The Council's HR/OD Team will ensure that the permanent role is advertised to as wide an audience as possible and will engage with search consultants to promote the opportunities to potential candidates.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 Trade Unions have been informed of the content of the report.

11.0 EQUALITY IMPLICATIONS

11.1 The Council will ensure that the recruitment process for both interim and permanent recruitment is undertaken fairly in accordance with policies and procedures in relation to equality, diversity and inclusion.

12.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

12.1 The content and recommendations contained within this report are expected to have no impact on emissions of greenhouse gases.

12.2 The Job Description includes the expectation of corporate Directors to lead and promote the Council's agenda in relation to climate change.

13.0 COMMUNITY WEALTH BUILDING IMPLICATIONS

13.1 There are no community wealth building implications arising from this report.

REPORT AUTHOR: Liz Hammond,
Interim Assistant Director: People & Organisational Culture
email: lizhammond@wirral.gov.uk

APPENDICES

Appendix 1	Provisional Recruitment Timetable
Appendix 2	Director: Regeneration & Place Current Job Description
Appendix 3	Current Chief Officer structure

BACKGROUND PAPERS

Birkenhead 2040 Framework

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Senior Officer and Appointments Staffing Sub-Committee	5 December 2023
Senior Officer and Appointments Staffing Sub-Committee	28 July 2022
Senior Officer and Appointment Staffing Sub-Committee	15 December 2021

Director: Regeneration & Place

Provisional Recruitment Timetable - options:

Activity	Commence recruitment: option 1 March 2024 Date	Commence recruitment: option 2 October 2024 Date	Commence recruitment: option 3 January 2025 Date
Adverts live	March 2024	October 2024	January 2025
Advert close	April 2024	November 2024	February 2025
Shortlist & assessment stages: Technical Officer Elected Member (final)	May/June 2024	November/December 2024	February/March 2025
Formal offer & commence pre-employment checks	June 2024	January 2025	April 2025
In post, subject to notice period	September 2024	April 2025	July 2025



ACCOUNTABLE



AMBITIOUS



RESIDENT FOCUSED



PROFESSIONAL

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Job Description

Job Title	Director of Regeneration & Place
Grade	D1
Reporting To	Chief Executive
JD Ref	LEAD0054

Purpose

- Lead, drive and set a pace to the strategic performance of Wirral Council’s key ambitions for regeneration and place.
- Lead and shape the Council's Strategic Regeneration Plan and Local Plan, including housing growth and renewal strategies.
- Maximise and systematically build on the opportunities offered by the creation of the Wirral Growth Company.
- Champion Wirral as a highly desirable location for national and international investment.
- To work collaboratively with the senior leadership team of the Council to deliver the objectives of the Wirral Plan.

Main Duties And Responsibilities

Behavioural:

- Enjoy, achieve, create impact, and thrive in the role and organisation.
- Live our values and leadership behaviours in the role and organisation.

Service specific:

- Act as an ambassador for the Council and the Place, working with and alongside a range of stakeholders and partners to ensure the effective delivery of high-quality investment and regeneration strategies.
- Develop and maintain relationships with Elected Members to ensure that they are informed and involved in relation to regeneration, investment, housing, planning and other activities and plans across the wider directorate.



- Act as Council client for the Wirral Growth Company, ensuring that the Council's commercial and reputational interests are risk assured, that value for money is evidenced and maximised; and that those responsible for delivery are performance managed.
- Drive a commercial approach to the delivery of regeneration for Wirral.

Team Leadership and Management:

- Manage the team who report to this post and provide wider leadership as a senior player at the Council.
- As part of the SLT, drive significant cultural change through the Council working with partners in a modern and proactive way.
- Provide strong leadership, strengthening engagement, growth, culture, innovation, collaboration and performance.
- Assign responsibilities, setting clear expectations, and deliverables to team members and empower them to excel in their roles.
- Through continuous improvement strengthen the tools, practices and impact of the service.

Communication, Engagement and Training:

- Own the strategic relationships for ensuring effective local, regional, national and international partnerships are in place – ensuring relevant lobbying and persuading for funds and opportunities for Wirral.
- Drive forward a range of initiatives and projects that stimulate local business sectors, trade and technology transfer working with a range of organisations at local, regional, national and international level.
- Lead the employment, skills, cultural and digital agenda for the Council working closely with partners, agencies and volunteers.
- Build, develop and engage with residents, partners and local businesses to achieve buy in and collaboration in the Wirral Growth agenda to maximise outcomes.
- Work collaboratively with external partners and stakeholders to develop the Borough's economy across a range of activities including employment, tourism, town centre revitalisation, new business opportunity and associated infrastructure, to support sustainable communities.

Data Analysis and Decision-Making:

- Maximise the use of the Council's assets and estate to achieve growth and regeneration ambitions and plans. Exploit the opportunities of Wirral's natural and fixed assets.
- Manage the budget associated with this post.

Performance Management:

- Challenge conventional local government approaches to enable the organisation to drive greater efficiency and effectiveness through innovation and the development of best practice. Constantly seeking and creating new opportunities for regeneration and growth.

Compliance:

- Adhere to and comply with all relevant corporate policies and procedures including Health & Safety, General Data Protection Regulations (GDPR), Corporate Governance and Code of Conduct.
- Ensure that all service initiatives adhere to relevant legislation, policies and practices.
- As a Chief Officer of the Council, meet all legal responsibilities in relation to the health and safety obligations set out in the Council's health and safety policy.
- As a Chief Officer of the Council, actively promote and role model the Council's targets and aspirations, in relation to climate change and reducing carbon emissions.

Other

- Any other duties commensurate with the grade.

Role Specific Knowledge, Experience And Skills

Qualifications

- A management qualification at degree level and / or significant experience in organisational leadership.

Knowledge & Skills

- Knowledge and understanding of innovative and future based commercial and commissioning solutions.
- A detailed understanding of the legal, regulatory frameworks relating to regeneration.
- Build and develop commercial relationships and liaise with the business community, with relevant business experience to deliver results.
- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect.
- Ability to demonstrate resilience and flexibility of approach and manage uncertainty and ambiguity for themselves and others.
- Ability to respond quickly and innovatively to manage and enhance reputation.
- Able to drive change through others using project management methodology on behalf of the wider organisation. (Desirable)

Experience

- Evidence of delivering large scale growth plans working collegiately with business and government and recognising the socio-economic needs of communities.
- Experience of establishing and building effective partnership arrangements.
- Experience of influencing key government and international players to invest in large scale regeneration plans.
- Experience of working at a senior level in a complex environment, either public or private with a commercial focus and a high level of strategic awareness
- Experience of delivering large scale organisational change.

- Experience of supporting significant change programmes, including the realisation of financial benefits.

Additional Information

Ability to travel across the Borough and work from various locations.

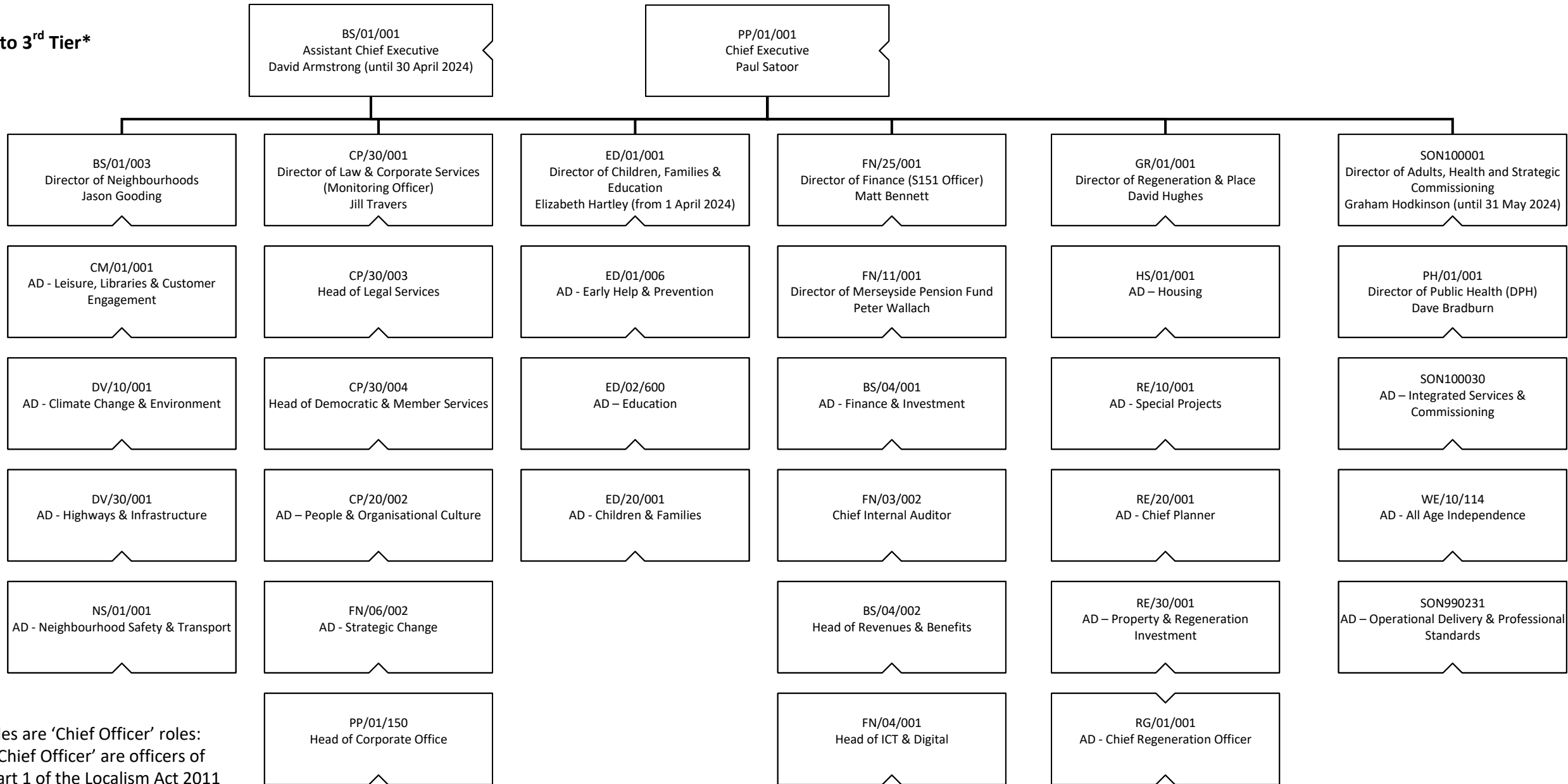
Work hybrid, with a flexible working approach to accommodate service needs.

On occasion, able to work outside traditional hours, of a weekend and evening as required, adopting a flexible working approach in response to business requirements.

Approved By: Paul Satoor, Chief Executive

Date Of Approval: March 2024

Chief Officer Structure to 3rd Tier*



*Please note that not all roles are 'Chief Officer' roles: 'Chief Officer' and 'Deputy Chief Officer' are officers of the Council as defined by Part 1 of the Localism Act 2011 and as listed in Article 12 of the Council's Constitution.

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Senior Officer and Appointment Staffing Sub-Committee – Terms of Reference

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