

APPOINTMENTS COMMITTEE REPORT

Appointments Committee Date	5 February 2019
Officer	Peter Bungard, Chief Executive and Head of Paid Service
Purpose of Report	To summarise changes to the Council's senior management structure; approve consequent decisions, and note the progress in recruiting to the role of Deputy Chief Executive.
Recommendations	<p>The committee agrees that:</p> <ul style="list-style-type: none"> • The post of Strategic Finance Director be replaced with effect from the 1st February 2019 by the re-establishment of the post of Deputy Chief Executive, which will incorporate the statutory s151 Officer role • The Deputy Chief Executive post be remunerated at its previous grade of RB10. • Subject to the above recommendations being agreed, an Appointments Sub-Committee will be held on the 22nd February 2018 to appoint the Deputy Chief Executive and Chief Finance Officer (Section 151 Officer) • To revise the grade for senior directors on RB9, currently scp 38 to 40 to include scp 41 and 42, in order to support successful potential future recruitment. This currently includes the following roles: Director Children's Services, Director Adults' Services, Director Communities and Infrastructure. • That the additional cost of circa £40,000 be noted
Resource Implications	The additional budgetary cost in a full year generated by the revision to the grading structure for re-instating the Deputy Chief Executive position and increasing the maximum of the grade for three Reward Band 9 senior directors (from scp 40 to scp 42) would be circa £40,000. This funding is covered within the MTFs.

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1. Purpose of Report

The purpose of this report is to update members on the first phase of changes to the Council's senior management structure; approve the consequent decisions and note the progress in recruiting to the re-instated role of Deputy Chief Executive

2. Background

Given a number of recent changes, I had begun conversations with the corporate management team regarding our operating model and senior leadership team to ensure that we are best placed to meet our 'Gloucestershire – Looking to the future' aims and objectives. The recent peer review also emphasised the need for review and clarification of our current arrangements in order to improve understanding of our model. I accelerated these conversations following the resignations of two of our Cluster Directors who have accepted promotions in other councils.

I am proposing the initial changes outlined below in the short term to be followed by a wider review of the operating model and next tier of the leadership team. There was a need to act promptly to address the departure of the Director Strategic Finance and to position us effectively in the recruitment market for any replacement post.

3. Revised Senior Management Structure – Deputy Chief Executive

I considered a like for like replacement for the Director Strategic Finance, however there are currently many competing authorities seeking to appoint Finance or Resources Directors. Advice indicates that despite higher salary rates, the level of interest and/or quality of applicants is not leading to successful appointments. Research by Hays, our recruitment consultants, has indicated that the importance and status of a Deputy Chief Executive position with the ability to shape and influence across a broader range of services is likely to prove a more attractive proposition. At the same time, I am conscious that it is of fundamental importance to ensure sound and creative financial management at CoMT level. Therefore, I concluded that the best approach was to revise the senior management structure to delete the existing Director Strategic Finance position post and replace it with the role of Deputy Chief Executive which can combine the s151 role with oversight of a wider range of services.

I envisage that the successful candidate will also support me in setting the long term strategic vision and associated plans for the council and will work closely with other members of CoMT, colleagues across the council and partner organisations. The person appointed will provide leadership in line with our values, continue the work to develop a culture of accountability and customer focus, and help us to develop a vibrant Gloucestershire. The post will include the statutory s151 Officer role and responsibility for the majority of our support services.

I moved quickly to start a recruitment campaign in advance of the Christmas period with a full advertisement in early January 2019 to enable the County Council to be better placed than

other Councils to make an appointment, especially as our role will be seen as an attractive position. Having discussed my thinking informally with Group Leaders, which was received positively, I commissioned Hays to work with the Head of HR to run the recruitment campaign and anticipate a Member Appointments Panel on 22 February 2019. This means that no appointment will be made ahead of Appointment Committee's decision to re-establish the position.

4. Grading Adjustments

The previous Deputy Chief Executive post was graded at RB10 within our existing grading structure for Chief Officers and there is no current intention to change the overall grading structure in respect of this post. A review of the salary for equivalent positions and advice from Hays suggests that we may need to appoint at the top of the grade to secure the right candidate and the RB10 grade provides this flexibility..

While considering the current grading arrangements, I am proposing to amend the grade range for senior directors on Reward Band 9 currently scp 38 to 40 to include scp 41 and 42 with effect from 1 April 2019. This will increase the top of the grade from £ 125,013 to £ 134,318. This proposal is made in the light of the age profile at senior leadership level and the fact that over the coming two to three years we are likely to face further loss of critical knowledge and skills within this cohort. The proposal to amend the grade range reflects what we know of market rates for senior critical positions (e.g DCS/DASS) and the experience of authorities who are struggling to recruit to these positions.

Our Director Children's Service is already paid an additional market supplement which will be reduced to reflect the higher core salary. The Director Communities and Infrastructure is currently vacant and under review. Therefore it is only the current Director Adults Services which would benefit from this increase. Individuals in post would receive an increase in pay based on acceptable performance in their role in line with usual practice for an officer on reward band grades.

The Council's pay policy refers to appointments to posts reporting to the Chief Executive being made within the approved salary range for the post. The proposed changes are including within the 2019-20 Pay Policy, which is subject to a separate report on the agenda for this Committee.

The appointment of a Deputy Chief Executive will need to be followed by a more detailed review of our operating model including a review of the next tier of leadership.

5. Resource Implications

The additional full year cost of re-instating the Deputy Chief Executive position is approximately £20,000 and increasing the maximum of the grade for senior directors (from scp 40 to scp 42) would be circa £20,000 in a full year. Therefore the total cost of the revisions to the grading structure is circa £40,000, which is included in the MTFS.

There are no other resource implications anticipated in terms of Personal Assistant support, ICT or accommodation.

6. Advertising and selection arrangements

The campaign to recruit the Deputy Chief Executive was launched via an initial brief advert in the Municipal Journal on 13 December 2018 designed to draw attention to a full advert on 10 January 2019. At the same time Hays have been targeting passive candidates (i.e those who are not actively seeking a move). The closing date is 28 January 2019.

Recommendations for long-listing will be emailed to the Appointments Sub Committee in the first week of February for consideration and approval.

The long-listed candidates will participate in a selection assessment process including technical interviews. The final stage will be undertaken by the Appointments Sub Committee and is currently planned for 22 February 2019.