

STAFFING AND APPEALS COMMITTEE



Tuesday, 24 August 2021

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

10:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

Bluntisham Village Hall, Mill Lane, Bluntisham PE28 3LR
[Venue Address]

AGENDA

Open to Public and Press by appointment only

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|----------|--|---------------|
| 1 | Apologies for absence and declarations of interest | |
| | <i>Guidance on declaring interests is available at http://tinyurl.com/ccs-conduct-code</i> | |
| 2 | Minutes - 21st July 2021 | 3 - 4 |
| 3 | Appointment of Chief Executive | 5 - 16 |

The Staffing and Appeals Committee comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Council therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further.

Councillor Henry Batchelor Councillor Ken Billington Councillor Douglas Dew Councillor Peter McDonald Councillor Edna Murphy Councillor Kevin Reynolds Councillor Tom Sanderson Councillor Neil Shailer and Councillor Steve Tierney

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	michelle.rowe@cambridgeshire.gov.uk

Staffing and Appeals Committee: Minutes

Date: 21st July 2021

Time: 9.30 a.m. to 1.00 p.m.

Present: Councillors Batchelor, Billington, Dew, Giles (substituting for Councillor Sanderson), McGuire (substituting for Councillor Reynolds), Murphy, Nethsingha (substituting for Councillor McDonald), and Shailer

1. Election of Chair

It was resolved that Councillor Murphy be elected Chair of the Committee for the municipal year 2021-22.

2. Election of Vice-Chair

It was resolved that Councillor Shailer be elected Vice-Chair of the Committee for the municipal year 2021-22.

3. Apologies and Declarations of Interest

Apologies were received from Councillors McDonald, Reynolds and Tierney. There were no declarations of interest.

4. Minutes – 15th April 2021

The minutes of the meeting held on 15th April 2021 were confirmed as a correct record and signed by the Chair.

5. Exclusion of Press and Public

It was resolved unanimously:

That the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to any individual).

6. Appointment to the post of Director, Highways and Transport

The Committee considered the appointment of a Director, Highways and Transport.

It was resolved to:

Appoint Sue Procter to the post of Director, Highways and Transport.

[Councillors McDonald and Tierney who were both members of the committee were unable to attend the meeting in person. They contributed to the meeting virtually but left the meeting before the committee considered its decision]

Chair

Appointment of Chief Executive

To: Staffing and Appeals Committee

Meeting Date: 24 August 2021

From: Monitoring Officer and Director of Law & Governance, Fiona McMillan

Purpose: Consider and approve commencement of the process to recruit a new Chief Executive for Cambridgeshire County Council.

Consider and approve the proposed job description for Head of Paid Services/Chief Executive for approval, making any necessary proposals for changes and, if required, delegating authority to finally approve the job description to the Monitoring Officer in consultation with the Chair of Staffing and Appeals Committee

Officer contact:

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Member contacts:

Names: Councillor Edna Murphy
Post: Chair
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1. Background

- 1.1 This report arises following the resignation of the current Chief Executive due to reasons of retirement, and the subsequent need to recruit a replacement.
- 1.2 The purpose of this report is to provide the Staffing and Appeals Committee with the opportunity to share views and feedback on the job description and be satisfied that it accurately reflects the requirements of the role, and to give approval for recruitment to commence for a Chief Executive for Cambridgeshire County Council.
- 1.3 Prior to 2016, Gillian Beasley held the post of Head of Paid Service/Chief Executive in Peterborough City Council (PCC) and since this time she has occupied the same shared role with Cambridgeshire County Council (CCC). As a consequence of her retirement announcement, which is due to take place towards the end of 2021, the sharing agreement automatically ceases when she leaves. It is therefore necessary to undertake a recruitment process to find a replacement and to review and decide if a new sharing arrangement should be put in place.
- 1.4 The Leaders of both councils have carefully considered the significant challenges both PCC & CCC face in moving out of this lengthy pandemic. These challenges include recovery of services, recovery of the economy, continued response to COVID-19, support to the vaccination programme, and the significant financial pressure on each council's budgets. In addition, the new Chief Executive will need to lead work on establishing the financial security of the council to provide vital services into the future. These are challenges which are significant to both councils and as a result it is recommended that a Chief Executive is appointed for each Council when Gillian retires.
- 1.5 The Leaders are also still considering the future of other shared roles and arrangements and these will be subject to more detailed discussions over the coming months. Where these services are clearly helping to deliver strong outcomes for residents and communities or making the council more resilient, shared services will continue to be an option.
- 1.6 With the return to a dedicated Chief Executive for each council, it is evident that this will involve increased costs, but it is also clear that the roles will have new and unique targets to deliver. The current Chief Executive's salary is £173,596, of which both councils pay half. She has taken no pay inflation uplifts since 2017.
- 1.7 The established grade on the CCC payscale for the Chief Executive post is £192,264 - £213,225. By recruiting for a Chief Executive solely for CCC there will be an increase in cost of at least £105,466 if appointment is made at the bottom of the scale.
- 1.8 The size, scale and complexity of this role combined with the challenging financial position of the council and the climate following the Covid-19 pandemic, indicates the salary band for this role is set at the right level to fulfil these leadership requirements, and is consistent with other organisations of a similar size.
- 1.9 The Council also has a statutory duty to appoint an Electoral Registration Officer and Returning Officer in accordance with Section 5(7) of the Local Government and Housing Act 1989 and Sections 8, 35 and 52 of the Representation of the People Act 1983

respectively. The new Chief Executive would be expected to be appointed to these positions as well.

- 1.10 The existing Job Description is currently being refreshed to make sure it adequately reflects the present and future challenges that lie ahead, as well as taking account of best practice in this area. An updated version will be circulated ahead of the committee meeting for Members to read in advance.

2. Main Issues

- 2.1 Subject to the Committee's approval, the role will be advertised at the beginning of September with interviews likely to take place in late October. The recommendation of the Staffing and Appeals Panel will then go to a subsequent Full Council meeting for an appointment to be made.
- 2.2 The role will be advertised externally with the help of a search and selection agency who will support the full process.
- 2.3 Under Section 4 of the Local Government and Housing Act 1989 (as amended), the Council has a legal duty to appoint one of its officers as Head of Paid Service. Under the Council's Constitution this role is performed by the Chief Executive. The Local Authorities (Standing Orders) (England) Regulations 2001 and the Council's Constitution provide that full Council must approve the appointment of the Council's Head of Paid Service, Electoral Registration Officer and Returning Officer.
- 2.4 The Council's Officer Employment Rules set out that Full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by the Staffing and Appeals Committee.
- 2.5 The Full Council may only make or approve the appointment of the Chief Executive where no well-founded objection has been made by any member of the Staffing and Appeals Committee.

3. Source documents

- 3.1 A further Staffing and Appeals Committee will be arranged to undertake the appointment process and make a recommendation to Full Council for ratification of the appointment to Head of Paid Service.
- 3.2 Given the specific and particular need for the two Chief Executives of CCC and PCC to work closely together, not least because of the ongoing sharing of some services, one

search and selection agency has been commissioned to manage both processes.

3.3 A thorough search and selection process will be carried out which will include:

- Preliminary technical interviews
- An Assessment Centre with stakeholder panels including partners and Members
- Psychometric testing
- Final interview with Staffing and Appeals Committee

3.4 With the post of Head of Paid Service/Chief Executive being the highest officer level within the organisation, it is critical that this position is filled with the right appointment without delay. If recruitment to a permanent appointment is unsuccessful, it may mean that consideration has to be given to looking at an interim position in the short term before returning the market for a permanent role.

4. Appendices

4.1 Appendix 1 – Job Description Head of Paid Service/Chief Executive. The current Job Description is attached but is currently being reviewed and updated, and an updated version will be circulated ahead of the Committee meeting date.

4.2 Appendix 2 – Structure chart for CCC's Senior Management Team.

Appendix 1

JOB DESCRIPTION

Job Title: Chief Executive

Reports to: Cambridgeshire County Council, acting through the Leader

JOB PURPOSE

As the most senior officer of the County Council, to ensure that the strategic aims of the organisation are clear and reflect the Council's vision, values and priorities and are balanced against available resources.

To discharge fully the responsibilities of the Head of Paid Service in accordance with the provisions of the Local Government and Housing Act 1989 and Cambridgeshire County Council's Constitution.

To act as the County Council's principal advisor on matters of general policy and to provide impartial advice and guidance to all elected Members.

To lead and develop strategic partnerships, ensuring the development of shared commitment, and capacity to achieve improved outcomes for the community of Cambridgeshire.

To provide strong leadership and direction throughout the Council. Work with partner agencies to enable the development of sustainable communities and the management of the growth agenda within Cambridgeshire and beyond.

CORPORATE ACCOUNTABILITIES

Strategic Management

- Corporate and Service Strategies and Planning
- Leadership and Partnerships
- Communication and Customer Focus

Operational Management

- Financial and Performance Management
- Service Delivery and Quality Management
- Governance and Risk Management
- People Management
- Programme and Change Management

JOB SPECIFIC ACCOUNTABILITIES

1. Corporate and Service Strategies and Planning

Working with the leader of the County Council and elected members, lead the development of corporate and service strategies; the development of policies and plans; ensure that these are communicated effectively and implemented to meet stated objectives and core values.

Act as the principal policy advisor to the elected members of the County Council to enable them to make informed choices and decisions concerning the development of policies and service outcomes, their resource implications, and the allocation and reprioritisation of resources.

Lead the Senior Management Team in the development and implementation of corporate policy, strategy and plans to deliver the Council's objectives. Ensure the creative and innovative management of all Council resources to enhance the Council's capacity and ability to achieve its objectives whilst identifying and addressing financial and other risks.

2. Leadership and Partnerships

Ensure that the citizens of Cambridgeshire receive well co-ordinated and effective services by leading and promoting partnership working throughout the organisation and across other agencies. This includes consultation and co-ordination of strategies and activities with key statutory, voluntary and private sector partners and influencing the work of a range of key external organisations.

Contribute to the leadership of the Council by communicating the vision, objectives and values; encouraging and enabling managers to motivate and inspire their teams; representing the Council at local, regional and national forums. Develop and maintain a culture of collaborative and consultative working between services, members and external partners to maximise efficiency and effectiveness.

For the benefit of residents and businesses, maximise any Devolution Deal struck with Central Government securing relevant freedoms and flexibilities. Support the implementation of any necessary governance changes and provide officer leadership across partners for the delivery of a Devolution Deal agreed for the County.

Develop and maintain effective networks with central government, European agencies and local MPs to ensure that the needs of Cambridgeshire citizens are known and that the county benefits from national and European policies, programmes and initiatives.

3. Communication and Customer Focus

Ensure that strategies, policies and systems are in place to inform and receive feedback (including complaints and suggestions) from service users, partners,

stakeholders and employees; and to evaluate that feedback and to take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value of the authority.

Ensure that robust strategies, policies and systems are in place to communicate with and consult about the activities and priorities of the Council externally with the public and key partners, and to enhance the reputation of the County Council with the public, key partners and employees.

4. Financial and Performance Management

Define in collaboration with elected members the required outcomes for the Council, taking into account the needs of citizens and partners whilst ensuring the delivery of a balanced budget within the current challenging financial climate of budget reductions and increasing demand on services.

Promote partnership working across organisational boundaries to ensure that pan public sector funding is exploited to provide value for money strategic outcomes across Cambridgeshire.

Manage the performance of the organisation to deliver these outcomes and value for money. Champion performance management by ensuring that the organisation measures outcomes and sets itself ambitions and suitably challenging goals, and achieves them.

Ensure that officers across the organisation are proactively managing and making best use of the Council's assets at all times.

5. Service Delivery and Quality Management

Make certain that services commissioned or delivered by the Council achieve the best possible outcomes for the County's residents and businesses with the resources available. Test the performance, value for money and quality standards through benchmarking with other councils and relevant organisations.

Ensure that services are of the quality the Council (and the various inspectorates) expects and address any deficiencies quickly.

Drive where appropriate the integration of the Council's ways of working with other relevant bodies and ensure that any collaborations or shared service arrangements are efficient and effective.

Ensure that the County Council discharges its corporate responsibilities in relation to the well-being and safeguarding of children and vulnerable adults, both sensitively and effectively.

6. Governance and Risk Management

Ensure the effective governance of the County Council and the legality, probity, integrity, proper public accountability and scrutiny of its decision making processes.

Lead the overall management of risk within the County Council, ensuring that the lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.

Support the County Council's response to a Major Incident, in conjunction with statutory partner organisations, and ensure the work of the County Emergency Management Team is sufficiently robust, resourced and managed.

7. People Management

Lead, inspire, motivate and develop the Corporate Leadership Team to ensure that the Council can attract, motivate, reward, retain and develop a high calibre workforce.

Maximise the capacity of the Senior Management Team to manage people, performance, programmes and change. Sustain and enhance the outward facing community and customer focus of the workforce.

Ensure CLT and SMT succession strategies are in place and shared as appropriate.

8. Programme and Change Management

Lead and ensure appropriate engagement with relevant programmes across the Council and with partner organisations, to foster the effective management of change and improvement services.

Role Dimensions

People: Approximately 10,500 (including centrally employed staff and maintained school staff).

Budget: Approximately £550 million revenue. Capital Programme of £1,277 million.

Appendix 2 - Cambridgeshire Senior Management Team



