

OPEN – Report and Appendices 1 and 3

NOT FOR PUBLICATION - Appendix 2

By virtue of paragraph(s) 1 and 2 of Part 1 Schedule 1 of the Local Government Act 1972.

Appointments Committee

25 July 2024

Recruitment and Selection for post of Executive Director Place

Report of: Rob Polkinghorne, Chief Executive

Report Reference No: AP/01/24-25

Ward(s) Affected: All

Purpose of Report

- 1 To update on the recruitment and selection arrangements for the post of Executive Director Place.
- 2 To provide a longlist of candidates for further assessment as part of the recruitment and selection to the post of Executive Director Place.
- 3 The report contributes to the delivery of Council services through the recruitment to a key vacant senior management post.

Executive Summary

- 4 The report provides an update on the current recruitment and selection process for the post of Executive Director Place in the context of the independent decision making accountability (DMA) review by the Local Government Association (LGA) of the current senior management structure and feedback from the recent Corporate Peer Challenge.
- 5 The post of Executive Director Place has been advertised inviting applications from suitably qualified and experienced candidates, supported by Penna, the recruitment partner for the process.
- 6 The report notes the recruitment and selection process to date and next steps as well as requesting delegation to the Chief Executive, in consultation with the Chair of the Appointments Committee, to finalise the assessment and formal interview arrangements.

- 7 The Appointments Committee is requested to consider the applications received and provide a longlist of candidates to progress to the assessment of technical ability and potential suitability for the post of Executive Director Place.

RECOMMENDATIONS

The Appointments Committee is recommended to:

1. Note the recruitment and selection process to date, including the indicative framework for the further assessment and formal interview arrangements for 8 August 2024.
2. Delegate responsibility to finalise the assessment and formal interview arrangements to the Chief Executive in consultation with the Chair of the Appointments Committee.
3. Approve a longlist of applicants from the information provided in the Part 2 Appendix 2 for the post of Executive Director Place for the technical assessment stages of the recruitment and selection process.

Background

- 8 The Council has a significant number of vacant posts and acting up arrangements within its current senior leadership team.
- 9 An independent review by the LGA, using decision-making accountability methodology (DMA), has been conducted to review the current senior management structure.
- 10 Feedback from the review and the recent Corporate Peer Challenge is that the number of vacant posts and acting up arrangements currently in place has created a lack of capacity and stability to enable the strategic and operational leadership to address fiscal pressures and to lead the organisation through necessary change.
- 11 On 29 April 2024, the Appointments Committee noted that the Chief Executive would commence the recruitment to vacant director (including Executive Director) posts as well as approving the appointment of a recruitment partner to support the recruitment for these posts.
- 12 The LGA review and Corporate Peer Review have informed further discussions with the Chief Executive and the Corporate Leadership Team about a proposed new senior management structure, subject to consultation with the trade unions and affected employees.

- 13 The Council has been able to progress the appointment to the post of Executive Director Place prior to a proposed new overall senior management structure.
- 14 Following a compliant procurement exercise, Penna Limited was appointed as the executive search agency to support the recruitment and selection process for the Executive Director Place post.

Recruitment and Selection Process

- 15 The job advertisement was published on 20 June 2024 and closed on Friday, 19 July 2023. The job description is shown in Appendix 1.
- 16 Applications from suitably qualified and experienced candidates were invited, supported by Penna, the recruitment partner for the process.
- 17 The candidates' CVs and supporting statements can be found in Appendix 2.
- 18 Appendix 2 is Part 2 and is exempt from publication in accordance with Chapter 3, Part 2, Paragraph 24 under the categories 'Information relating to any individual' and 'Information which is likely to reveal the identity of an individual'. The public in maintaining the exemption outweighs the public interest in disclosing the information as this
- maintains the council's confidential recruitment process to ensure that it can recruit the best candidate for the role, and
 - ensures the candidates' personal data is protected and there is no breach of data protection, and
 - does not undermine the recruitment process.
- 19 The Appointments Committee is requested to carefully consider all applications, in the form of CVs and supporting statements, and to agree on a longlist of candidates.
- 20 The longlisted candidates will undertake an assessment of their technical ability and potential suitability for the post of Executive Director Place with Penna.

Next steps following longlisting and the completion of the technical assessment

- 21 At the subsequent shortlisting meeting on 2 August 2024, the Appointments Committee will receive feedback on each of the longlisted candidates from Penna. This information will enable the Appointments Committee to shortlist candidates for further assessment and formal interview on 8 August 2024.
- 22 The indicative framework for the further assessment and formal interview arrangements for 8 August 2024 can be found in Appendix 3.

- 23 The Appointments Committee is asked to agree to delegate the finalising of the assessment and formal interview arrangements to the Chief Executive, in consultation with the Chair of the Appointments Committee.

Consultation and Engagement

- 24 Not applicable.

Reasons for Recommendations

- 25 In accordance with the Constitution, the Appointments Committee is required to undertake the recruitment and selection process for Executive Director Place in accordance with the Employment Procedure Rules

Other Options Considered

- 26 Not applicable.

Implications and Comments

Monitoring Officer/Legal

- 27 In line with Cheshire East Council's constitution, the appointment of the Executive Director Place is responsibility of the Appointments Committee.

Section 151 Officer/Finance

- 28 The salary cost for the Executive Director Place can be managed within existing budgets, as can the required recruitment exercise.

Policy

- 29 The recruitment to the post of Executive Director Place is key to the Council's need to provide capacity and leadership within the Senior Management Team to meet the current fiscal challenges and to deliver its transformation programme.

Equality, Diversity and Inclusion

- 30 There are no direct equality implications.
- 31 All equality considerations will be taken into account as part of the recruitment process for the Chief Executive recruitment process.

Human Resources

- 32 Actions will be undertaken in accordance with the Constitution and appropriate HR policies and procedures.

Rural Communities

33 There are no direct implications for rural communities.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

34 There are no direct implications for Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (Send)

Public Health

35 There are no direct implications for public health.

Climate Change

36 There are no direct implications for climate change.

Access to Information	
Contact Officer:	Sara Barker, Head of Human Resources sara.barker@cheshireeast.gov.uk
Appendices:	Appendix 1 – Job Description and Person Specification Appendix 2 – Part 2 Confidential - Applicant CVs and supporting letters (to follow) Appendix 3– Timetable for recruitment and selection activities and framework for assessment and final interviews
Background Papers:	None

Job Description and Specification



Working for a **brighter future** together

Job Title:	Executive Director – Place
Reference:	CE107B
Service:	Place
Grade:	CX
Reports to:	Chief Executive
Location:	Delamere House, Crewe

Your job

As a member of the Corporate Leadership Team, to provide collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

Lead by example in modelling and embedding the council's core values and behaviours to help build a sustainable, highly effective organisation and develop our reputation as a successful council. Providing real and lasting value to residents, businesses and communities. Act as a champion for the needs of local people, create an environment to foster organisational agility, creativity and teamwork, where boundaries are pushed on how the Council and associated services operate.

Provide outstanding leadership and direction to a portfolio of services, driving service transformation and ensuring excellent joint working with Members and other stakeholders.

In this job you will

1. Lead the development and implementation of a new spatial framework that covers planning, regeneration, investment, infrastructure, housing and transport, to maximise opportunities to achieve sustainable growth and supporting infrastructure for successful new and existing communities.
2. Drive the delivery of the council's economic development and growth strategies to secure greater revenue returns to support the council's core activities.
3. Lead engagement with developers and partners, including business sectors, to facilitate achievement of strategic objectives.
4. Ensure robust arrangements are in place so that the council meets its statutory duties in respect of housing, homelessness and planning, that the Arms Length Management Organisation is held to account for delivering high quality housing to residents and planning decisions maintain a proper balance between protecting the living heritage, maintaining a safe, clean and green environment and supporting the amenity services necessary to improve the quality of life of our residents
5. Strategy development

As a member of the Corporate Leadership Team and reporting to the Chief Executive, shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of services to enable the council to meet its future challenges, fostering a culture of continuous improvement.

6. Corporate leadership

As a senior leader working as part of the distributed leadership network of the council, work together to drive forward and accept collective responsibility for a range of departmental and cross-cutting initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation. Role model positive leadership behaviours, empowering, engaging and encouraging your teams to live the council values, to facilitate achievement of the corporate vision.

7. Directorate leadership and management

Lead the integrated delivery, improvement, management and performance of a portfolio of council services, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that public services are effective, efficient, and locally responsive. Provide inspirational and professional leadership to staff,

strengthening skills and competence and fostering a strong culture of standards, performance and accountability.

8. Resources / Financial management

Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's vision and outcomes, and help ensure that the council receives value for money from its expenditure. Drive and/or support the development of outcome based commissioning models to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities.

9. Partners and stakeholders

Provide a clear professional lead to and work collaboratively with all partners, securing the agreement, commitment and participation of all relevant agencies, partners and other stakeholders. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

10. Business change

Drive business change to build a highly effective organisation, promoting accountability in line with future business needs. Assist the Chief Executive in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and to provide better support for staff to deliver savings.

11. Compliance

Ensure that all activities within the directorate comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the directorate to manage performance and risk.

12. Equality and diversity

Uphold and promote the aims of the council's equality and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is embedded in everything, from workforce planning and policy development to planning service delivery.

Notwithstanding the detail in this job description, in accordance with the council's flexibility policy the job holder will undertake such work as may be determined by the Chief Executive from time to time, up to or at a level consistent with the principal responsibilities of the job and in any location within the area of Cheshire East Council.

In this job you will need

You must be able to demonstrate the following essential requirements:

- Relevant professional qualification (Post graduate or relevant equivalent knowledge and experience)
- Evidence of continued professional, managerial and personal development
- Substantial experience, evidenced by a track record of success, leading and developing significant organisational functions or services in a large multi-disciplined organisation with comparable scope, budgets and resources.
- Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service environment with senior managers and councillors, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies, (including Government).
- Evidence of successful resources management in a multi-disciplinary environment, as well as a successful track record in managing large budgets, business planning, quality and performance management.
- Extensive knowledge of the issues facing local government and those relevant to service/functional responsibilities, together with the legal, financial and political context of public sector management and the statutory responsibilities of this post.
- Able to provide leadership and delivery of change with the passion and drive to take services to the next level.
- Ability to balance strategic leadership and direction with effective operational management.
- Excellent inter-personal skills with highly developed networking, partnership, advocacy negotiating and presentation skills that are persuasive and influential with others.
- Ability to provide visible and supportive leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture.
- Advanced commercial skills with extensive experience of identifying new commercial opportunities and driving growth as well as delivering savings and value for money.

- A commitment to equality and diversity, both as a leader and a service deliverer, with an ability to demonstrate personal leadership on the importance of diversity.

Our culture

For us, it is not just about our achievements as an organisation, but about how we do it. At Cheshire East Council we are working for a brighter future together –

- **We have a shared purpose**
- **We are supported and well led**
- **We are treated fairly and highly valued**
- **We succeed together**

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

Our values

Flexibility: adaptable, open to learning and resilient

Innovation: creative, challenges convention and always looks to improve

Responsibility: delivers on promises, efficient and has integrity

Service: listens, delivers quality, is reliable and enables others

Teamwork: respectful, inclusive and contributes at all levels

Employee deal

Our COMMITMENT

Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your

Your COMMITMENT

Shared purpose

- Bring a positive and can do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work

performance through one-to-ones and performance review meetings

- Value helpful constructive feedback and act upon it

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities



a) Timetable for Recruitment and Selection Process

Date / Timescales	Activity	Who
19 July 2024	Deadline for applications	Applicants / Penna
Thurs 25/7/24 (10am – 12 noon)	Appointments Committee (Longlisting)	Appointments Committee / Chief Exec / Head of HR / Penna
Monday 29/7/24	Technical interview	Longlisted Applicants / Penna
Friday 2/8/24 (10am – 12 noon)	Appointments Committee Short-list meeting	Appointments Committee / Chief Exec / Head of HR / Penna
Assessment Centre and Interviews on 8/8/24	Appointments Committee Assessment and Interviews, confirm candidates	Appointments Committee / Chief Exec / Head of HR / Penna / Panels

b) Indicative outline of Formal Interview and Assessment Centre for shortlisted candidates on 8 August 2024

Activity
Formal Interview with the Appointments Panel
Young People's Panel
Officers' Panel
Members and Partnership Panel
Champions' / Employee Panel