



Committee: CHIEF EXECUTIVE RECRUITMENT COMMITTEE

Date: MONDAY, 23 NOVEMBER 2015

Venue: LANCASTER TOWN HALL

Time: 1.30 P.M.

A G E N D A

1. **Apologies for absence**
2. **Declarations of Interest**

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 10 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

3. **Items of urgent business authorised by the Chairman**
4. **Overview of the Committee's Role in the Recruitment Process (Pages 1 - 18)**

To consider the report of the Chief Executive.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), June Ashworth, Lucy Atkinson, Abbott Bryning, Susie Charles, Darren Clifford, Andrew Gardiner, Tim Hamilton-Cox, Janice Hanson, Caroline Jackson, Terrie Metcalfe, Jane Parkinson, Margaret Pattison, Sylvia Rogerson, Elizabeth Scott, David Smith, Susan Sykes, Anne Whitehead, Nicholas Wilkinson and Phillippa Williamson

(ii) Queries regarding this Agenda

Please contact Debbie Chambers, Democratic Services - 01524 582057 or email dchambers@lancaster.gov.uk.

(iii) Changes to Membership, substitutions or apologies

Please contact Democratic Support, telephone 582170, or alternatively email democraticsupport@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
LANCASTER, LA1 1PJ

Published on Friday 13 November, 2015.

CHIEF EXECUTIVE RECRUITMENT COMMITTEE

Overview of the Committee's Role in the Recruitment Process
23 November 2015

Report of the Chief Executive

PURPOSE OF REPORT

To set out the terms of reference of the Committee as established by Council, and to enable the Committee to consider the work programme that will be required in order to appoint a new Chief Executive.

This report is public

RECOMMENDATIONS

- (1) That the Chief Executive Recruitment Committee consider:
- The Committee Work Plan
 - The Draft Job Description and Person Specification
 - Remuneration (including consideration of Returning Officer's fees)
 - Recruitment Process
 - The appointment of an advisor to the Committee
 - The appointment of consultants to support the recruitment process.
- (2) That the Committee make a recommendation to full Council in relation to the designation of the post as the Returning Officer, and remuneration for the post of Chief Executive
- (3) That the Committee consider establishing a Sub-Committee to agree the content of the Recruitment Information Pack.

1.0 Introduction

1.1 At its meeting on the 21st October 2015, Council resolved at Minute 72 as follows:

- (1) That Council accepts the resolution of Personnel Committee, to retain a whole time Chief Executive post.
- (2) That the size of the ad hoc committee be 20 members, with each group deciding individually whether to appoint members from the Personnel or Overview and Scrutiny Committees;
- (3) That Council delegates all practical recruitment arrangements to the ad hoc committee, such as finalising a job description, person specification and advertisement and deciding whether to use a recruitment consultant or not.
- (4) That the ad hoc committee makes a recommendation to Council on the salary of the new Chief Executive, with Council making the final decision.
- (5) That Councillor Blamire be appointed as Chairman of the ad hoc recruitment committee.

- 1.2 This Committee has been established as the ad hoc Committee referred to in the Council minute, and at the initial meeting it is proposed that the Committee consider its programme of work and a timetable for the recruitment process.
- 1.3 In addition, the Committee is asked to consider the preparation of a job description and person specification, to consider whether it wishes to appoint a recruitment consultant and/or external advisor. It is also necessary for the Committee at this meeting to consider the proposed salary for the new Chief Executive, given that a recommendation will need to be made to Council, at its meeting on the 16th December, to ensure that the approved salary can be included in the recruitment pack.

2.0 Proposed Committee Work Plan

- 2.1 A programme of key activities associated with recruitment of a Chief Executive is set out in the Draft Work Plan detailed at Appendix One. Clearly additional activities will take place to feed into the key events.
- 2.2 The Work Plan sets out a schedule of events and activities through until March 2016. This is primarily to ensure that there is clarity as to what will be happening and when, and to allow plenty of time to schedule events in diaries. It will be important for the dates for activities such as an assessment centre, meetings with members and interviews to be included in the initial advertisement, to help prospective candidates to plan well ahead to ensure they are available for the key recruitment activities. Given the time line we are following, there is little in the way of flexibility for alternative interview dates.
- 2.3 The stages which have been set out in Appendix One are seen as a practical and pragmatic way of progressing the activities associated with the recruitment of a new Chief Executive. The aim of the process is to secure a clear picture of each candidate's strengths, weaknesses and overall suitability for the post against the selection criteria for the post. The Person Specification for the post will form the foundation on which the selection for the post is carried out.

3.0 Job Description and Person Specification

- 3.1 Detailed at Appendix Two is the current Chief Executive's Job Description and Person Specification. These documents were last revised in March 2000. Members may wish to consider the relevance of the current Job Description and Person Specification, in relation to the post to which they wish to appoint a candidate from July 2016.
- 3.2 A review of the current documents and of the role of the Chief Executive in other district councils has highlighted that much of what was considered appropriate 15 years ago, remains current. However members may wish to consider an updated version as a means of modernising some of the terminology, and setting out, where possible the context of the role at Lancaster City Council.
- 3.3 Clearly the job description and person specification for the post will be informed by what type of Chief Executive the Council wishes to appoint. Having decided what type of Chief Executive the Council needs, members may wish to ask North West Employers to develop a draft Job Description and Person Specification, which the committee can then consider before being agreed. This activity has been set out in the Draft Work Plan detailed at Appendix One

3.4 The activities that define the present role of Chief Executive within Lancaster City Council are outlined below:

a) Political Interface

The provision of formal and informal policy advice and options regarding strategy and strategic plans. The provision of professional advice to all parts of democratic decision making and the implementation of the decisions taken.

b) Policy and Strategy

The development of Policy and Strategy based on the place(s) within the District, the Ensuring Council ethos, the political and financial context and Council Priorities.

c) Leading the Workforce

As Head of the Paid Service advising Council on the resources required to deliver Council Priorities. As the accountable officer overall corporate management and operational responsibility for all activities and employees of the Council.

Reconciling the differences that routinely occur at chief officer level in terms of relative importance of operational matters, approach to issues and problems and differing professional advice to member bodies.

d) Partnership Working

The lead officer role on Community Leadership, advising, supporting and representing Council.

Leadership of Place and Place(s) amongst other locally based and regionally based organisations.

Partnership working to achieve Local Government Priorities within the region and Lancashire sub region.

e) Community Leadership

Managing the Council's reputation, leading on Community Cohesion and supporting the Council by taking an active role in Civic Leadership.

4.0 The Returning Officer Role

4.1 Although the current Job Description and Person Specification set out the additional responsibilities of the statutory role of the Head of Paid Service, they are silent on the matter of the Chief Executive's role as the Returning Officer. Whilst it is possible for the Council to designate another officer as the Returning Officer, it has been the practice in the past for the Chief Executive to be designated as the officer to undertake these duties.

4.2 Appointment as Returning Officer is separate from the appointment as Chief Executive and, although appointed by the Council, the Returning Officer's responsibilities and duties are personal. This personal responsibility attracts separate remuneration, which is published in a Fees and Charges Order by HM Treasury for all national elections, based on the district's electorate.

- 4.3 Because the Returning Officer's fees for national elections and referenda are paid by the central government and the County elections are paid by Lancashire Council, the remuneration and fees for the personal responsibility involved in these activities are generally separate from and additional to the salary for the role of Chief Executive (or other role within the council where the Returning Officer is not the Chief Executive). However, as the Returning Officer fees for city and parish council elections are paid by the City Council, it would be possible for those fees to be taken into account in the Chief Executive's salary, so that additional fees would not be paid in respect of each such election.

This is the case at Manchester City Council, whose Statement of Pay Policy states that: *"The Chief Executive does not receive any additional payment for the role of Returning Officer for local government elections."*

It should be noted that any fees payable for duties undertaken in connection with national elections and referenda (Parliamentary and European Parliamentary elections, Police and Crime Commissioners Elections and national referenda) are funded by central government in accordance with Fees and Charges Orders...

Consequently, any such payments made to those officers who undertake specific duties in relation to these elections and referenda (including to chief officers and to the Chief Executive as Returning Officer) are not funded by the Council."

- 4.4 Members may wish to consider first, whether it is appropriate for the Chief Executive to be designated as the Returning Officer, and, if so, whether the postholder should continue to receive fees for city and parish elections, or whether it is appropriate for the salary of the Chief Executive to include payment for the functions of the Returning Officer in relation to city and parish council elections with no additional fees being paid for these elections. The formal designation of the postholder as Returning Officer would be a matter for full Council.

5.0 Appointment of consultants to support the Recruitment Process

- 5.1 Members may wish to consider the appointment of consultants to support the recruitment process. Although a consultancy firm are able to offer a range of activities that would assist the selection of a new Chief Executive, this can prove costly. It would not be uncommon to see a figure of one third of the salary being quoted as a fee for such service. However, members will be aware that Lancaster City Council subscribes to the Northwest Employers service (NWEmployers) and as such is able to access service via our membership. Some services are provided as part of our membership, although others can be provided for a fee. Outlined at Appendix Three is a proposal received from NWEmployers.
- 5.2 The services offered by NWEmployers are highly valuable to the recruitment process. The costs associated to the activities for which there is an additional charge are also considered to be competitive.
- 5.3 Should Members wish to secure the service of a consultant to support the recruitment process, then Officers recommend that NWEmployers are commissioned to undertake key activities to assist the recruitment and selection process.

6.0 Appointment of an Advisor to the Committee

- 6.1 Although general HR advice is available from the Council's HR & OD Manager, members may benefit from having a dedicated advisor to the Committee who is able to handle parts of the selection process on behalf of the members, (e.g., undertaking a pre-selection assessment of candidates' technical proficiency). Having consulted other Councils on past recruitment processes for a Chief Executive, this initial selection assessment process has proven highly useful in helping members sift through the pool of applicants and narrow down the long list of candidate to a short

list for interview.

- 6.2 Should members wish to be supported by an Advisor, then it is important that the appointee is suitably experienced to fulfil the role. The role calls for someone who has experience of being a Chief Executive and all that is required to be effective in the role both internally and as a district /regional leader and partner. Officers have given consideration to who might be able to fulfil this role, whilst at the same time being sufficiently far enough removed that he/she would not be known to potential candidates. The Chief Executive has, through the Society of Local Government Chief Executives (SOLACE) network, identified a potential candidate for the role who has indicated that they would be happy to discuss how they might be able to assist the recruitment process for a new Chief Executive.
- 6.3 The combination of an Advisor working with a consultant such as NWEmployers would ensure that a short list of candidates can be put to members in a reasonable timeframe. The combined activity would aid the process of initial assessment of candidates against the Person Specification through to the final interview, and ensure that the process is conducted in a timely manner with the right level of guidance and support at each stage.

7.0 Additional Selection Activity

- 7.1 In addition to any pre-selection process conducted by an Advisor to the Panel, members may wish to consider augmenting the selection process with other assessment activities, such as a Panel of Partner organisations. Details of this activity are set out in Appendix One. It may be that members wish to use this process to secure input from partners such as the Police, Voluntary and Community Groups.

8.0 Remuneration

- 8.1 Detailed at Appendix Four is a Summary of Chief Executive Pay Rates across the North West. All the salaries quoted exclude Returning Officer Fees which are paid separately. Some posts also receive an additional car allowance in the form of a percentage of basic salary or follow the NJC Allowance Rates. However, in terms of Vehicle Allowances there is a general trend to move to a wholly casual user arrangements. Lancaster City Council is in the process of moving all vehicle users to a casual status.
- 8.2 Lancaster City Council is one of the largest District Councils in the North West. The current salary level of the Chief Executive could be described as 'mid-range' when compared to other North West District Councils.
- 8.3 Although the current Chief Executive salary has not been reviewed for some time and there has, over recent years, been a trend which has seen Chief Executive and Chief Officer pay reduce in real terms, the current pay rate appears to fit with expected levels of remuneration for an organisation of Lancaster City Council's size.
- 8.3 There is no basis for comparing Chief Executive Pay on a 'like for like' basis. For example, the most recent recruitment exercise for a Chief Executive within the region was at Burnley Borough Council who have appointed on a spot salary of £105,000. As members will be aware, Burnley Council has outsourced many of its services and has a programme in place which will see further reductions. The current staffing levels at Burnley being 347 (Full Time Equivalent) posts and this will reduce further in 2016.
- 8.4 Historically there has been a bandwidth for many public sector posts. However at a senior level, there is a growing tendency to opt for a spot salary position as can be evidenced from the list of salaries at Appendix Four.

- 8.5 The Council needs to secure the right candidate for the job, in order to deliver the challenging outcomes that will be necessary over the coming years. It is therefore reasonable to describe this post as critical. Members need to ensure that the salary / pay level that is selected matches the demands of the role and is also attractive enough to secure interest from high calibre individuals.
- 8.6 When compared against other North West Councils the current salary level appears appropriate. There are many pay structure options that the Council could adopt, including performance related pay, However such an arrangement can prove complicated and time consuming to administer and can give rise to unnecessary disputes. The main two options for remuneration tend to be a spot salary or a pay grade.
- 8.7 If members wish to adopt a pay grade, then the range of the grade is clearly something that needs to be considered. If it were the Council's intention to only appoint at the bottom of the grade, then this must be made clear in the recruitment information. This will avoid any misunderstanding at a later date. Progression in grade can be deemed to be annually on 1 April each year or subject to a satisfactory performance appraisal. Although the latter may seem attractive there are challenges that come with this process,

Should the current salary level be considered (in principle) to be an appropriate level of reward for the post, then the example pay grade may help members determine the 'bandwidth' to be adopted.

Effective Date	Salary	% of Grade Maximum	Blank	Blank
On Appointment	£96,300	90.0%		
1 April *	£98,975	92.5%		
1 April	£101,650	95.0%		
1 April	£107,000	100%		

** 1 April following appointment or 6 months following appointment, whichever is the later.*

- 8.7 The data used in the Summary of Chief Executive Pay Rates (Northwest) has been secured from NWEmployers and the E'Pay Check facility. However, to help members decide on an appropriate remuneration, be it a spot salary or pay grade, Members may also wish to ask NWEmployers to provide additional guidance on pay rates and the relative merits of a spot salary or pay grade.
- 8.8 All other main terms and conditions of service for the Chief Executive are based on those defined by the Joint Negotiating Committee (JNC) for Chief Executives.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

LEGAL IMPLICATIONS

HR and legal advice will be available throughout the recruitment process to ensure that legal requirements are complied with.

FINANCIAL IMPLICATIONS

Initial assessment of cost suggest a budget in the region of £20k will be required.

Cost of the recruitment process will be funded for the 2015/16 additional establishment turnover savings.

OTHER RESOURCE IMPLICATIONS

Human Resources:

The recruitment process will be handled in line with Council Policy and Procedures, and all legislative requirements. The HR Matters are also set out in the body of the report.

Information Services:

None

Property:

None

Open Spaces:

None

DEPUTY SECTION 151 OFFICER'S COMMENTS

The Deputy S151 officer comments will follow.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Full Council Report 21 October 2015
(Item 72)

Contact Officer:

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E-mail:

chiefexecutive@lancaster.gov.uk @lancaster.gov.uk

Ref:

Chief Executive Recruitment Committee Draft Work Plan

Date	Activity / Event		Link Officer	Attendance Required By
23 November 2015	Initial Meeting of the Chief Executive Recruitment Committee			
		Agree the work plan and in principle the timeline / event dates	HR & OD Manager	All Committee Members
		Appointment of Consultants to support the Recruitment Process		
		Agree the principle of an Advisor to the Committee		
		Consider Job Description and Person Specification		
		Consider Chief Executive Remuneration		
		Consider whether to set up a Sub-Committee for Information Pack and Job Advert		
7/8 December 2015		Meeting with NWEmployers to review guidance on : <ul style="list-style-type: none"> • Remuneration • Job Description (if required) • Person Specification (if Required) 		All Committee Members
9 -16 December		Review and Agree Recruitment Information Pack and Job Advert	HR & OD Manager	All Committee Members or Sub-Committee
16 December 2015		Report to Full Council on: <ul style="list-style-type: none"> • Remuneration 		
	Promote Vacancy			

17 December 2015		Press release and promotion of forthcoming vacancy	HR & OD Manager	
11 January 2016		<p>Job Promoted in Municipal Journal, Jobs Go Public, NW Employer</p> <p>Proposed promotion week of 11 January 2016</p> <ul style="list-style-type: none"> Email circulation to all Chief Officers/ Chief Executives in Municipal Year Book database Circulated to regional directors of Employers Orgs to forward to authorities across the country Email to all NW Employer leadership contacts 	HR & OD Manager	
12 February 2016	Closing Applications			
		<p>Closing Date for application</p> <ul style="list-style-type: none"> Applications returned directly to Council. Council manage initial communication with candidates to confirm receipt. 	HR & OD Manager & HR Service Manager	
w/c 15 February 2016	Applicant Scoring			
		Assessment of applicants against Person Specification (PS) essential / desirable criteria to identify any applications that do not meeting minimum requirements	HR & OD Manager & HR Service Manager	
w/c 15 February 2016	Long Listing			
		<p>Presentation of all Applications and Scores to the Committee.</p> <p>Presentation of Recommended Long List</p> <p>Committee select Long List Candidates</p>	HR & OD Manager & HR Service Manager	All Committee Members
w/c 29 February 2016		Long Listed Candidates interviewed by Advisor / Consultants	HR & OD Manager & HR Service Manager	

w/c 7 March 2016	Outcome of Long List Interviews reported to Committee			
		<p>Presentation of all 'Long Listed Candidates by Advisor & Consultants with Commentary on Personal Strengths, Technical Competence and Knowledge against Selectin Criteria.</p> <p>Committee consider the report of the Advisor and Consultants</p> <p>Committee 'Short List' highest Ranking Candidates.</p>	<p>HR & OD Manager & HR Service Manager</p>	<p>All Committee Members</p>
w/c 14 March 2016	Assessment Centre			
		<p>Personality questionnaire Wave+16PF</p> <p>Consultant to undertake analysis of self-evaluation; preferences in leadership, communication, work methods.</p>	<p>HR & OD Manager & HR Service Manager</p>	
w/c 21 March 2016	Assessment Centre Day			
		<p>Presentation by Leader and current Chief Executive</p>	<p>HR & OD Manager & HR Service Manager</p>	<p>All Committee Members</p>
		<p>Opportunity to meet elected members / officers</p>		
		Partner Panel		
		<p>Council – establish panel of local / public services partners (e.g. County Council / Police / Fire)</p>	<p>HR & OD Manager & HR Service Manager</p>	<p>TBC</p>
		Business Partner Panel		
		<p>Council – establish panel of business partners</p> <p>(Eg: Chamber of Commerce, Universities)</p>	<p>HR & OD Manager & HR Service Manager</p>	<p>TBC</p>
w/c 21 March 2016	Committee Briefing			

		Advisor & Consultants prepare summary of panel feedback on strengths demonstrated by candidates	HR & OD Manager & HR Service Manager	All Committee Members
w/c 21 March 2016	Informal Candidate / Committee Meeting			
		Reception / Meal at Lancaster Town Hall to meet candidates	HR & OD Manager & HR Service Manager	All Committee Members
w/c 21 March 2016	Committee Presentation & Interview			
		Council; presentation topic and format (20 Minutes) E.g.: Preparation and presentation of a topic focused briefing to (mock) Cabinet / Committee / Scrutiny Hearing / Panel.	HR & OD Manager & HR Service Manager	All Committee Members
w/c 21 March 2016	Review of Candidate Performance			
		Committee Review Candidate Performance Selection of Candidate to be proposed to Full Council	HR & OD Manager & HR Service Manager	All Committee Members
w/c 21 March 2016	References			
		Council secure any outstanding references Report details of references to Committee	HR & OD Manager & HR Service Manager	All Committee Members
w/c 28 March 2016	Confirmation of Recommendation to Full Council			
		Report by Chair of the Chief Executive Recruitment Committee to Full Council for approval.		
w/c 28 March 2016	Confirmation of an Offer of Employment			
		Offer letter sent to approved candidate	HR & OD Manager & HR Service Manager	

TBC	Candidate Feedback			
		Consultant to provide individual feedback, if requested, to all candidates that attended the assessment centre. The feedback discussion will aim to identify topics for personal development that have been indicated by the assessment centre process.	HR & OD Manager & HR Service Manager	
TBC	Personal Candidate Feedback			
		Feedback from the Committee Interview may be integrated, if required.	HR & OD Manager & HR Service Manager	
TBC	New Chief Executive take up Appointment			
TBC	Committee Work Plan Complete.			



JOB DESCRIPTION



Job Designation	CHIEF EXECUTIVE
Service	N/A
Salary	
Post Number	CHE0001
Reports to	THE COUNCIL VIA THE EXECUTIVE
Responsible for	AUTHORITY OVER ALL COUNCIL STAFF

Main Purpose of Job:

1. Corporate responsibility for leading all strategy and policy development, service co-ordination, resource management, performance review, communications, budget investment and financial strategies and ensuring the overall effectiveness of all the Council's Services.
2. Continuing the momentum of the implementation of the modernisation of local government agenda in parallel with the development of a culture of continued improvement through Best Value to achieve the Council's aims and objectives.
3. Head the Council's paid service, with authority over all Council staff.

Main Duties:

Strategic Management

1. Establish, develop, implement and lead on strategies for the Council to provide a comprehensive, integrated and planned approach to resource generation and use that supports and enables the Council's vision and strategies to be realised.
2. Enable and ensure the effective corporate management of the Council and achievement of the Council's vision and strategies through active leadership of the senior management team and the development and implementation of corporate projects and initiatives.
3. Represent the Council at European, national and regional levels, with government bodies, local authorities, agencies, the local community, the private sector, academic institutions and any other appropriate organisations/bodies.
4. Advise and support all elected representatives of the Council, individually and collectively, in pursuing the Council's objectives and participating in meetings of the Council.
5. Manage the Chief Executive's direct service responsibility to achieve effective delivery of aims and objectives in accordance with departmental and corporate plans.

Service Delivery

1. Ensure that the Council's services are driven by quality, judged by their results and determined by the needs of the communities and people of Lancaster.
2. Take lead responsibility in ensuring effective multi-functional working across all of the Council's services in order to meet customers' needs and achieve the Council's overall objectives.
3. Ensure the flow of timely and appropriate professional advice to members and between Service Departments on all issues of Council business to secure successful outcomes.

4. Ensure and establish effective working relationships with people in the community, in government and other appropriate bodies in order to ensure that the Council's interests are well informed, widely understood and furthered as appropriate.

Emergency

1. Ensure the performance of such emergency planning functions, as may be assigned by the Council, together with any other reasonable duties that may be required to maintain services.

Other Requirements:

Key Personal Performance Targets and Standards

The key personal performance targets and standards will be agreed with the post holder. This process will be facilitated by a mutually agreed independent external adviser. These targets and standards will be reviewed on an annual basis with leading Members as part of the performance appraisal process. The initial targets and standards for this post holder will be an early priority following appointment.

General Statement

The above duties and responsibilities do not include or define all tasks that may be required by the postholder. The duties and responsibilities may vary without changing the general character of the duties or the level of responsibility entailed. These factors are reflected in the grading of the post.

Health & Safety at Work

The Health and Safety at Work Act stipulates that it is the responsibility of every employee to observe all rules governing health and safety and such safety equipment as provided must be used.

Equal Opportunities

Lancaster City Council is an Equal Opportunities Employer and has equal opportunities policies with which you are expected to comply at all times. The City Council condemns all forms of harassment and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias.

PERSON SPECIFICATION



Job Designation	CHIEF EXECUTIVE
Service	N/A
Salary	
Post Number	CHE0001
Reports To	THE COUNCIL VIA THE EXECUTIVE
Responsible For	AUTHORITY OVER ALL COUNCIL STAFF

Part One

Experience:

1. Extensive experience at senior management level, within a local authority and/or large, complex, multi-functional organisation with comparable scope, responsibilities, budgets and resources.
2. Proven success in leadership and team management and participation in the formulation of corporate objectives, policies and strategies within a large multi-disciplined organisation.
3. An understanding of local government and experience of successfully working with Elected Members within a democratic process or comparable organisation.
4. Success in giving professional advice to and building effective and productive working relationships with senior managers and/or Elected Members.
5. Demonstrate success in change management, planning and organisation across a diverse range of services.
6. Success in building effective and productive working relationships with a variety of communities, partner organisations, private sector providers, public agencies and statutory authorities.
7. Success in establishing effective performance measures and evaluating service quality through the involvement of users.
8. Extensive experience of successful financial management including budget formulation and rigorous financial monitoring and control procedures in a devolved environment.

Part Two

Key competencies:

1. Ability to provide visible and supportive leadership, empowering, enabling, motivating and developing the Council's workforce and fostering a positive organisational culture.
2. Ability to maintain a clear overview of issues affecting the Council and Council Members' current thinking, ensuring they are given objective and timely advice and are properly informed on relevant matters.
3. Ability to propose, develop and implement organisation strategies and business plans.
4. Demonstrable ability as a forward thinker with the ability to exercise sound judgement, conceive, develop and implement new initiatives, manage change and take timely and well informed decisions.

5. Ability to manage and monitor staff performance effectively, and set clear objectives for the review of individual and service level performance.
6. Ability to ensure that the Council and its activities respond effectively to its context and environment, and key local concerns and issues.
7. Ability to operate effectively within the democratic process, with the political acumen and skills to develop productive working relationships with Council Members that command respect, trust and confidence.
8. Financial and commercial awareness, with strong analytical skills, a creative approach to problem solving and information gathering.
9. Outstanding interpersonal and public relations skills to relate effectively to the public, employees, Council members, the local community, the media and other stakeholders and command their respect, trust and confidence.
10. Ability to work in pressurised political environment and manage competing priorities.
11. Ability to make effective links with and involve key individuals and organisations to promote the Council's interests and secure additional resources for the Council.
12. Highly developed networking, advocacy, oral, written and presentation skills that are persuasive and influential with others.

Personal style and behaviour:

1. An outgoing and approachable, enabling and supportive leader, who is motivated, committed, energetic, determined, positive, robust, brave and resilient enough to cope with the demands of the role.
2. A strong commitment to the Council's aims, corporate strategies and working collaboratively with others for the development and delivery of equal opportunities, best value and service excellence.
3. A strong commitment to ethical behaviour, probity, honesty and openness, dealing with people courteously and ensuring fair and consistent treatment.
4. A shrewd, creative, innovative strategic and lateral thinker, with a commitment to continuous improvement and a thorough understanding of the Council's environment.
5. A confident and resourceful manager who can demonstrate mature judgement, able to operate effectively in a complex, multi-discipline environment and possessing credibility because of what they do and how they do it, rather than relying on their position or profession.
6. A commitment to openness and fairness with employees and the public, with a respect for their needs and views.
7. Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, local communities, external partners and other stakeholders.
8. An inclusive team worker who can work collaboratively across boundaries, harnessing and valuing individual differences, and achieving performance and results through others.
9. First class oral, written and presentation skills.

**Outline proposal and costs prepared for Lancaster City Council
October 2015**

Task	Non Member Rate	Lancaster City Council – Member rate
Information research on salary and remuneration package	£975 per job	No charge included in core membership fee
Developing the selection process	£975 per day	No charge included in core membership fee
Advising and drafting Job Description and Person Specification	£975 per job	No charge included in core membership fee
Administrative support for returning applications, candidate contact etc.	£1750 per job	No charge included in core membership fee
Long listing including candidate interview and evaluation	£975 per day of interviews	£750 - £1,250 (dependant on any costs re external assessor) interviews and evaluation output
Advising and assisting the appointment panel with short listing process	£975 per day	
Provide appointment panel support	£975 per day	No charge included in core membership fee
Design and provide a web based “Assessment Centre” Note; Standardised tests (occupational, personality, managerial) incur a cost per candidate	£975 Summary of test outputs Plus costs of selected tests	£450 Summary of test outputs Plus costs of selected tests
Design and run a tailored “Assessment Centre” day to assist interview selection Note; Standardised tests (occupational, personality, managerial) incur a cost per candidate	£6750 Preparation and design of assessment centre elements Full assessment team to manage all elements Plus costs of selected tests	£5250 Preparation and design of assessment centre elements Full assessment team to manage all elements Plus costs of selected tests
Provide assessment centre feedback to candidates, as appropriate	£975 per day	No charge included in assessment centre fee
Total estimated cost	£16300	£6950

Summary of Chief Executive Pay Rates (North West)

Job Title	Organisation Name	Min Salary	Max Salary
Chief Executive / Head of Paid Services	Hyndburn Borough Council	-	£110,000
Chief Executive / Head of Paid Services	Preston City Council	£100,143	£111,270
Chief Executive / Head of Paid Services	Copeland Borough Council		£110,000
Chief Executive / Head of Paid Services	Lancaster City Council		£107,060
City Director / Head of Paid Services	South Ribble Borough Council		£104,985
Chief Executive / Head of Paid Services	Chorley Council		£106,000
Chief Executive / Head of Paid Services	Burnley Borough Council		£105,000
Chief Executive / Head of Paid Services	South Lakeland District Council	£96,600	£109,999
Chief Executive / Head of Paid Services	Carlisle City Council	£98,559	£104,462
Chief Executive / Head of Paid Services	Allerdale Borough Council		£100,000
Chief Executive / Head of Paid Services	Wyre Council **	£95,000	£100,000
Chief Executive / Head of Paid Services	Rossendale Borough Council		£ 97,276
Chief Executive / Head of Paid Services	Barrow Borough Council		£ 93,840
Chief Executive / Head of Paid Services	Fylde Borough Council	£83,934	£ 93,699
Strategic Director	Pendle Borough Council		£ 91,980
Chief Executive/ Head of Paid Service	Eden District Council		£ 90,000
Managing Director / Head of Paid Services	West Lancashire Borough Council*		£ 89,434

* West Lancashire Borough Council = One post of Acting Chief Executive from 1 February 2016 (Interim Structure)

** Wyre Council WEF 1 July 2016 Chief Executive Pay Band £95,000 to £100,000.