



## **AGENDA ITEM: 6**

**CHIEF OFFICERS COMMITTEE.  
11 September 2007**

**Report of: Human Resources Manager**

**Contact for further information: Clive Walsh (ext. 5019)**

**SUBJECT: Appointment of Executive Manager Regeneration and Estates**

### **1.0 PURPOSE OF THE REPORT**

- 1.1 To agree a way forward on the recruitment and selection of the Executive Manager Regeneration and Estates.

### **2.0 RECOMMENDATION**

- 2.1 Committee agree the attached candidate information pack which includes the Job Description and Person Specification for the post and note the terms and conditions of service applying to this post.
- 2.2 That Committee agree the method of recruitment from the two options outlined.
- (a) Committee appoint an executive search company from the 3 submitted tenders appended to this report, specifying in detail whether a full or partial executive search process is required and the timetable for appointment.
- OR**
- (b) Committee approve the attached advertisement and agree where the post will be advertised and the timetable for the recruitment process.
- 2.3 That the Human Resources Manager commences the recruitment process based on the agreed method at 2.2 of the report and in consultation with the Chairman of the Chief Officers Committee be given delegated authority to deal with any administrative matters required as part of the process.
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### **3.0 BACKGROUND**

- 3.1 Council at its meeting on 14<sup>th</sup> June 2007, agreed to proceed with the appointment to the Executive Manager Regeneration and Estates post.

- 3.2 Due to the Council recess and the fact that August is not recommended as a suitable time to recruit senior managers it was agreed to delay the meeting of the Chief Officers Committee until September.
- 3.3 In the meantime the Human Resources Manager took action to obtain 3 quotations from Executive search consultants who could if Committee wished undertake the recruitment process on behalf of the Council. The Human Resources Manager gave each company a verbal briefing on the Committee's potential requirements and the 3 quotations were received on or around 25<sup>th</sup> July.
- 3.4 On the 14<sup>th</sup> August when it was clear the Committee would not be meeting an email was sent by the Human Resources Manager to ensure the quotations received would be held at those rates until Committee could meet to debate them.
- 3.5 In addition the Human Resources Manager also commissioned the Council advertising agency, TMP Worldwide to prepare a draft advertisement with artwork for the post, together with estimates of potential advertising costs.

#### **4.0 CURRENT SITUATION**

- 4.1 Committee will recall that Tribal Resourcing were recently appointed to undertake a review of Chief Officers salaries. As a result of the review the attached Job Description and Person Specification were drawn up by Tribal. Both these documents are shown in the information pack for candidates shown at Appendix A.
- 4.2 In relation to the terms and conditions for the post Council agreed that this post would be a Chief Officer on JNC for Chief Officers Conditions of Service. The salary for the post was agreed at £60,000 per annum with a Chief Officers car allowance lump sum of £4,753 per annum.

#### **5.0 ISSUES AND PROPOSALS**

- 5.1 In deciding how to approach an appointment to the post, Committee need to consider whether the appointment is to be undertaken in-house, using existing Council resources and procedures. Alternatively many senior appointments are filled through Executive Search Techniques, using specialist recruitment consultants.

##### In-House Recruitment

- 5.2 In relation to an in-house recruitment solution Committee need to consider the following detail and information: -
- The attached candidate information pack including Job Description and Person Specification needs formal Committee approval.
  - The advertisement which is also part of the pack will also require Committee approval – See Appendix A

- Appendix B shows an estimate of costs for the advertisement to appear in national and professional press. Committee need to decide which media to use which will supplement the current on-line Jobs Go Public website which will be at no additional cost.
- Also as the Committee will form the recruitment panel it is important that a timetable is agreed and key dates such as short-listing meetings and interview dates are scheduled in member's diaries.
- Committee will also need to form a view on whether tests/exercises and presentations should be undertaken by the candidates as part of the interview Process.

### Executive Search Recruitment

- 5.3 There is an increasing trend in Local Government for Councils to use Executive Search Consultants (head-hunters) who will approach candidates direct to apply for the post. These specialist consultants have replaced traditional advertising techniques with a range of ways of attracting high calibre applicants.
- 5.4 Attached as appendices are 3 quotations from companies that have a good reputation in the recruitment field and have produced results for many Councils throughout the country.
- 5.5 Each of the 3 companies quotations are attached to the report and a quick overview of each quotation is given below: -

#### (a) Appendix C – Gatenby Sanderson

- They have worked with many Councils in a range of senior level appointments – see their track record pages 1-15.
- Their Quotation/Proposal for this Council is also attached and outlines various options for recruitment to the appointment stage.
- Included are recent Regeneration and Estates appointments they have made – see pages 13 & 14.
- A potential timetable was also included but this has slipped due to the Council's recess.
- Their fee for a full exercise is £16,000 or options of long list £10,000 or shortlist £14,000.
- Additional costs such as an assessor, testing and website are also shown on page 19.
- References would also need to be taken up if members wished to pursue this option.

#### (b) Appendix D – Tribal

- Tribal has recently worked with the Council although the two consultants that worked here have both left the company.
- Again they list their consultants and process for recruitment/search.
- Page 5 outlines the financial options for the Council costing between £10,500 and £17,750 according to processes used.
- A selection of regeneration posts they have appointed is shown at the back of their report – page 2 of 2.

(c) Appendix E – TMP Worldwide

- This company is the Councils recruitment-advertising agency and has been for many years. They have a separate Executive Search team in the company.
- Again a similar format to the other quotes in terms of their services and techniques for recruitment they provide
- Their pricing structure indicates the full process would be £14,000, ranging down to £8,000.
- Again a timetable is shown for the appointment which has also slipped for the reason previously given.

5.6 Should Committee consider this to be their preferred option they will be required to state clearly their reason for choosing a specific company. In reaching a decision Members attention is drawn to the following guidance, which should help reach a formal decision: -

- Previous executive search experience?
- Previous executive search experience in Regeneration posts?
- A proven track record of successful appointments with other Councils?
- References (to be taken up if Committee choose this option)
- Pricing structure and flexibility to meet Committee's aspirations?
- Timetable for appointment (Committee needs to allow for slippage as previously mentioned)
- Do Committee wish to see the consultants and receive presentations?
- Individual views/comments on the quotations to be checked or followed up.

5.7 Committee needs to consider both In-House and Executive Search options and decide which is their preference. Once this is done it will be possible to proceed with the appointment and firm up the timetable for appointment to the post. Whatever option is chosen the main information from the candidate information pack will still be required.

## **6.0 VIEWS OF HUMAN RESOURCES MANAGER**

6.1 Traditionally all senior appointments have been done through the In-House option but it has been several years since the last senior appointment (Chief Officer).

6.2 Whilst the Council has the skills In-House to appoint to the post Committees attention needs to be drawn to the fact that the HR Division is stretched to its current maximum capacity due to a heavy normal workload and the On-Going Job Evaluation exercise. However if committee wish to use the In-House option this will be accommodated in the work programme.

6.3 More recently a trend of procuring external specialist support to senior appointments is happening in local government particularly in relation to the use of technology for headhunting candidates and candidate tracking to secure high quality applicants.

6.4 Whichever option is chosen a lot of work has already been done in relation to the candidate information pack. This will serve the Council well in reducing the

timetable for the appointment although some further work is still required to complete the pack.

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 7.1 In relation to consultancy costs, fees quoted for a full service range between £14,000 £16,000 and £17,750 On top of this would be advertising fees, testing fees etc, according to Committee's wishes.
- 7.2 The In-House option would be the cost of advertising in the media, ie maximum £10,000, plus any testing fees Committee required ie £1,000 - £1,500.
- 7.3 Overall the cheapest option is the In-House, but Committee need to consider the effectiveness of both options and which may provide the strongest most suitable applicants.
- 7.4 The cost associated with this appointment could be met from savings on the Regeneration and Estates staffing budget, depending on the option chosen by the Committee. Alternatively Committee could approve the costs or any shortfall being met from unspecified Contingencies.

## **8.0 RISK ASSESSMENT**

- 8.1 The need to attract a high calibre experienced applicant to this post is self evident, when the Councils current on-going Regeneration programme is taken into account. Whilst various interim arrangements over recent times have served the Council well it is now important this post is filled on a permanent basis.
- 8.2 The recent Tribal review of Chief Officer's salaries should ensure the salary for this post is competitive and able to attract high calibre candidates and should contribute to reducing the risk of no appointment being made.

## **9.0 CONCLUSIONS**

- 9.1 The work undertaken so far should allow Committee to make a recommendation on a way forward to appoint a suitably qualified manager as expeditiously as possible.

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## **BACKGROUND DOCUMENTS**

There are no background documents (as defined in section 100D(5) of the Local Government Act 1972) to this Report.

## **APPENDICIES**

Appendix A – Candidate Information Pack including Job Description and Person Specification.

Appendix B – Advertising Costs (Media Schedule)

Appendix C - Gatenby Sanderson Quotation

Appendix D - Tribal Quotation

Appendix E - TMP Worldwide Quotation

**EQUALITY IMPACT ASSESSMENT STATEMENT**

There is no evidence from an initial assessment of an adverse impact on equality in relation to the equality target groups.