



WOKINGHAM BOROUGH COUNCIL

An Extraordinary Meeting of the **PERSONNEL BOARD** will be held in Board Room, Civic Offices, Shute End, Wokingham RG40 1BN on **WEDNESDAY 5 DECEMBER 2018 AT 9.45 AM**

Heather Thwaites

Heather Thwaites
Interim Chief Executive
Published on 27 November 2018



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

Alistair Auty (Chairman)

Stuart Munro (Vice-Chairman)

UllaKarin Clark

Lindsay Ferris
Charles Margetts

Charlotte Haitham Taylor

Pauline Helliard-Symons

ITEM NO.	WARD	SUBJECT	PAGE NO.
68.		APOLOGIES To receive any apologies for absence	
69.		DECLARATION OF INTEREST To receive any declarations of interest	
70.	None Specific	CHIEF EXECUTIVE RECRUITMENT To receive a report regarding the recruitment of the Chief Executive. (<i>contains Part 2 sheets</i>).	5 - 108
71.	None Specific	EXCLUSION OF THE PUBLIC The Personnel Board will exclude press and public in order to discuss the Part 2 sheets of Agenda Item 70 above and to do so it must pass a resolution in the following terms: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.	

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

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Agenda Item 70.

TITLE	Chief Executive recruitment
FOR CONSIDERATION BY	Personnel Board on 5 December 2018
WARD	None Specific
DIRECTOR	Chief Executive - Acting Heather Thwaites

OUTCOME / BENEFITS TO THE COMMUNITY
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To appoint a permanent Chief Executive to ensure that statutory duties of the Head of Paid Service are properly discharged.

RECOMMENDATION

To note the recruitment process and assess the candidates for appointment, identifying a preferred candidate to propose to Full Council.
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SUMMARY OF REPORT

This report outlines the recruitment process for the permanent Chief Executive.

Background

The role is currently being covered on an interim basis. Penna were selected as the most suitable Executive Search firm and have undertaken both headhunting and an extensive advertising campaign to identify suitable candidates.

Analysis of Issues

Members approved the permanent recruitment to the role of Chief Executive and agreed the revised Role Specification (Attachment 1) at Personnel Board on 5 September 2018.

Penna were commissioned to seek candidates and following a thorough preselection, long listing and short listing process 6 applicants have been invited to the final interview and selection day on 5 December 2018. Please see candidates' information at Attachment 2 (part 2 sheet).

Interviews will be carried out by members of the Personnel Board on 5 December 2018. See timetable at Attachment 3 (part 2 sheet). Questions for the panel are being developed in line with our Competency Framework and will be circulated prior to interview. Candidates have also been asked to prepare a presentation for Personnel Board on "What will be your key priorities in leading this Council in the next 3 months, 12 months, and over the next 3 years? What challenges do you foresee, and how will you overcome them" and will meet with a Stakeholder Panel, an Employee Panel, Overview & Scrutiny Committee and will have a conversation with the Conservative Group Leader.

At 09:45 on 5 December 2018 the Personnel Board will convene to prepare for interviews commencing at 10:00. The panel will determine their preferred candidate and make the recommendation to Full Council, subject to the majority of the Executive stating no objections, and decide on the remuneration to be offered within the pay range agreed at Personnel Board on 19 June 2018 (i.e. £145,000 to £170,000).

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil	n/a	n/a
Next Financial Year (Year 2)	Nil	n/a	n/a
Following Financial Year (Year 3)	Nil	n/a	n/a

Other financial information relevant to the Recommendation/Decision
As agreed at Personnel Board on 19 June 2018 Performance Related Pay is no longer payable to the Chief Executive role.

Cross-Council Implications
N/A

Reasons for considering the report in Part 2
Appendices contain personal information

List of Background Papers
Attachment 1 – Role Specification for Chief Executive Attachment 2 – Candidate Information (part 2 sheet) Attachment 3 – Timetable (part 2 sheet)

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Job Title	Chief Executive		
Service	Wokingham Borough Council		
Team	n/a	Location	Shute End
Reports to	Leader of the Council	Grade	CE

This job description sets out the duties of the post at the time it was drawn up. Such details may vary from time to time without changing the general character of the duties or the level of responsibility involved.

Summary of Role

- Discharge, in an excellent manner, the full statutory responsibilities as Head of Paid Service and Principal Advisor to Wokingham Borough Council.
- To shape and deliver the vision and ambitions of the Council to the benefit of the residents/citizens of the Borough. Provide the managerial leadership and operational grip to ensure a modern and progressive council which is customer focused, commercially orientated, collaborative, digitally aware, and results driven in its culture that adapts to risks and opportunities.
- Leadership of values and integrity to model the culture desired and develop the workforce and its managers to deliver consistent high performance and business results.
- Shape the performance management and corporate governance to enable high quality business decisions for an increasingly commercial and partnership delivery environment.
- Promote the Council and the Borough to punch above its weight, ensuring PR, Communication, lobbying and marketing are a core part of the new commercial and customer (resident) facing culture desired across all the Council and its business ventures.
- To develop the role of the Council developing and enabling communities to build the profile, prosperity and wellbeing of the borough.

Key Accountabilities

Dimensions

- General Revenue Account: £179m gross p.a., £112m Net p.a.
- Housing Revenue Account: £17m Income
- Capital Programme: £45m - £80m p.a.
- Schools Revenue Budgets: £100m p.a.
- Number of employees: Approx. 950 FTE

Key Personal Performance Targets and Standards

The key personal performance targets and standards will be agreed and reviewed with the post holder by leading Members on an annual basis as part of the Performance Appraisal Process.

The initial targets and standards for the post holder will be an early priority following appointment and will focus on developing the modern culture.

Key Accountabilities

- 1. Vision and Strategy:** To provide Leadership in developing a Corporate Leadership Team that models the values and culture needed. To work with the Executive to develop and deliver corporate priorities, strategies, and delivery models, ensuring stakeholder engagement at all key stages especially the workforce, by setting the right culture and tone for success and effectively horizon scanning to pick up risks and opportunities.
- 2. Finance and Resources:** Develop a commercially focused organisation with a culture of return on investment and a broader understanding of assets to achieve value for money. Actively and effectively manage the Council's resources ensuring robust financial and service planning and the availability of timely and accurate information to elected Members in making decisions on the Council's budget and priorities. Ensuring adequate governance and oversight of decisions and use of resources, including sound business cases and options evaluation to inform sound commercial decisions.
- 3. Partnership Working:** Lead and encourage joint working with other agencies and service providers in order to provide integrated, cost-effective services. Act as ambassador for the Council, to achieve new resources and opportunities, by developing and nurturing external partnerships and networks including lobbying national and local government, public bodies and the private and voluntary sector
- 4. Value for Money and Improvement:** Develop and put in place the processes and cultures to be more customer focused, commercially focused, collaborative, and value for money. Provide leadership through the Corporate Leadership Team for the delivery of transformation plans and programmes within the agreed budget and timeframe ensuring they are sustainable, embedded and ensure business continuity during change transition. Championing and introducing effective change management initiatives; fostering a culture of performance management and continuous improvement and cross-boundary working so that internal resources are used to best effect and customer experiences cohesive achievement of outcomes. To put in place performance management frameworks that are suitable for a more commercial council with arms length services and companies.
- 5. Member Relations:** Establish effective working relationships with all elected Members, advising and supporting them through work with the Executive, Scrutiny and Policy teams, so that the Council's long-term aims and ambitions are defined and elected members play an effective role in governance and oversight.
- 6. Corporate Management:** Develop and lead a strong, coordinated and proactive corporate management team, ensuring that the heart of the organisation operates strategically and effectively, encouraging effective corporate working, by modelling leadership values and behaviours as a team. Inspire, motivate and develop the Council's workforce so that they

have a real sense of ownership of its aims and objectives, encouraging cross-Council working and continual improvements in service delivery. Through personal example, open commitment and clear action, value and celebrate the diversity of Wokingham’s communities, ensuring equality of access and treatment in employment and service delivery. Take responsibility for risk management, business continuity planning and Health & Safety at Wokingham Borough Council.

- 7. Performance Management:** Ensure that business cases, strategies and Action Plans are successfully implemented, ensuring that effective management arrangements are in place to achieve the Council’s objectives and implement business plans. Promote and establish a culture which focuses on customer first, encourages and enables all parts of the workforce to meet required performance standards and that is supportive, open and fair developing a skilled and talented staff team. Ensure effective performance management arrangements of arms’ length companies, partnerships and contracts.
- 8. Council Profile:** Ensure the Council’s management processes are open and encourage the interest and involvement of the local community through opportunities to access information and for public consultation. Promote the needs of Wokingham as a community by establishing a positive corporate image for the Council, a positive role model, ‘walks the talk’ that others trust, respect and listen to. Forge positive links with Wokingham Borough's business community and residents, and promote the good services the Council provides

Additional Corporate Responsibilities

1	Health and Safety: Take reasonable care for the health and safety of yourself and of other persons who may be affected by your acts or omissions at work; and co-operate with the Council to enable the Council to perform or comply with its duties under statutory health and safety provisions.
2	Equal Opportunities: To take positive action to ensure a thorough understanding of and positive commitment to equality in both service delivery and employment practices.
3	Safeguarding responsibilities: At all times to demonstrate and positively reinforce our commitment to safeguarding and promoting the welfare of children and vulnerable adults.
4	Special Factors: Special Factors: <input checked="" type="checkbox"/> <i>Has own transport to travel across the borough,</i> <input checked="" type="checkbox"/> <i>work some evenings/weekends,</i> <input type="checkbox"/> <i>hazardous conditions,</i> <input checked="" type="checkbox"/> <i>gold emergency response</i> <input checked="" type="checkbox"/> <i>politically restricted post,</i> <input type="checkbox"/> <i>DBS check required</i>
5	Behaviour: Works within the Council’s “competency framework” and adheres to the Code of Conduct.

Competencies Required in Role

Core Competencies	Foundation	Proficient	High Achiever	Role Model
21 st Century Public Servant				✓
Personal Responsibility				✓
Professionalism & Know How				✓
Working together				✓
Leadership Competencies			High Achiever	Role Model
Setting Direction				✓
Leading People				✓
Delivering Results				✓
Person Specification				
Focus on describing the qualifications, knowledge and experience an individual will require to successfully undertake the role. These should be split between essential and desirable. There is no need to repeat competency requirements or corporate responsibilities.				
Knowledge				
Experience of modern business practice e.g. procurement, electronic service delivery, shared services programmes, commercial strategies and business cases.				
Understanding of residents' needs and concerns, allied to a commitment to the concept and value of public services, local democracy and partnership working.				
An understanding and record of achievement in promoting diversity in employment and service delivery, and facilitating social inclusion.				
Ambition and an understanding of business and enterprise in order to realise opportunities, deliver new council initiatives and explore new sectors of innovation to achieve income generation and develop service delivery.				
Technical Skills				
A proven ability to work in a complex decision making environment with multiple stakeholders, developing successful business cases and challenging resource constraints to deliver strategic change.				
Substantially numerate with a strategic ability to effectively analyse financial and quality data to inform policy development and monitor safe delivery of policy decisions				
Excellent corporate governance and programme management skills – the ability to prioritise, add clarity and oversee delivery on agreed objectives, with the skills to translate plans and ambitions into real achievements for the benefit of the local community.				
High-level diplomacy: the ability to act as ambassador, broker and influencer, comfortable with the media and able to deal with residents and local personalities.				
Experience				

<p>Consistent achievement in leadership at Chief Executive or board level within a complex multifunctional organisation of comparable scope and complexity. Successful demonstrable commercial experience to be more entrepreneurial, customer focused and outward looking and establishing cultures to be so.</p>
<p>Proven transformational and visionary leader with evidenced ability to build collaboration and corporate working across an organisation to achieve political priorities</p>
<p>Successful track record of forging and maintaining partnerships with communities, public sector, business at local and national levels to ensure the development, design, and delivery of services that meet needs and achieve outcomes</p>
<p>Evidenced track record of improving outcomes for residents and communities through system wide collaboration</p>
<p>Significant track record in executing service level, team and individual performance effectively to drive performance improvement and establish a learning culture</p>
<p>Proven track record of leading significant transformational and organisational development change across complex services with evidence of impact on cultures in line with the Councils vision to be more entrepreneurial, customer focused and collaborative</p>
<p>Experience of managing complex programmes and providing leadership for effective corporate governance which enables safe, value for money decisions</p>
<p>Experience of working in complex political and social environments and the resilience to adapt and navigate to the benefit of the organisation</p>

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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