

APPENDIX B

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 7 JULY 2009

Title:

RECRUITMENT OF A STRATEGIC DIRECTOR

[Portfolio Holder: Cllr Richard Gates]

[Wards Affected: N/A]

Summary and purpose:

This report considers the opportunities presented to Waverley as a result of having a vacancy for a Strategic Director. It seeks approval for the Head of Paid Service's recommended option that a new Strategic Director be appointed on a fixed-term contract basis, to assist the Head of Paid Service in streamlining and reshaping Waverley's service provision to meet the financial challenges facing the Council in the next few years.

How this report relates to the Council's Corporate Priorities:

Recruiting a new Strategic Director will ensure that Waverley retains sufficient senior management capacity to deliver the Council's corporate priorities. The new Strategic Director will have particular responsibility for delivery the Council's Value for Money agenda.

Equality and Diversity Implications:

The new Strategic Director will be expected to provide leadership across the Council's service teams for ensuring that equality issues continue to be promoted as a strategic priority. This is particularly important in the current context of intense scrutiny by both government bodies and national Trade Unions of Councils' adherence to equalities and diversity obligations.

Resource/Value for Money implications:

Waverley currently has provision in its revenue budget of £117,646 pa to fund the Strategic Director post. If this post is not filled, the Council would therefore automatically achieve this saving.

It is proposed that the post be filled on the following headline terms:

Contract duration: 12 months (with options both to terminate early and to extend by a further 6 months)

Salary range: £75,000 - £85,000pa plus negotiable project completion payment if the post-holder successfully fulfils the complete length of the contract.

Additional benefits:

- essential car-user allowance
- relocation expenses reimbursed (max £8,000)
- option of membership of local government pension scheme.

It is recommended that the recruitment process should be wide-reaching, involving advertisement in national publications, web-based recruitment and Executive Search. The Head of Paid Service recommends that professional executive search consultants be commissioned to assist in the recruitment process. A one-off budget of a maximum of £20,000 will be required. It is proposed that the appointment of a suitable recruitment agency be undertaken by the Chief Executive in consultation with the portfolio holder for Human Resources, and that the selection of the provider be by negotiation rather than written quotations, to enable the best opportunity to select a provider that understands and can fulfil the particular requirements of this assignment, which are more complex than in a more conventional recruitment process.

Legal Implications:

There are no specific legal implications.

Background

1. The Council's Strategic Director (Community Services) has been granted early retirement and will leave Waverley's employment on 21st July 2009; In taking the decision to grant this retirement, Council decided that the opportunity presented by Peter Maudsley's departure should be explored in detail prior to any decisions being taken on whether or how to fill the post.
2. The Portfolio Holder for Human Resources has been meeting with the Restructuring & HR Special Interest Group, the Chief Executive and Deputy Chief Executive to review the current structure and ensure it is fit for the future.
3. There is no doubt that local government is facing a financially challenging future. Waverley will need to embrace significant change in order to meet these challenges and ensure that our services remain resilient through a period of severe resource constraints. Service efficiency, partnership working and shared service opportunities need to be encouraged and embraced.
4. The conclusion of the Restructuring & HR SIG was that simply to replace the outgoing Strategic Director on a permanent basis would considerably reduce future flexibility. The SIG wished to be able to 'cash-in' the savings opportunity in the future. However, it was recognised that, in order to deliver the quantum of service improvement and change required, the Council would need to retain senior management capacity in the short-term. Therefore, the favoured solution was recruitment of a new Strategic Director on a fixed-term contract basis. Recruitment will be from outside the organisation, in order to bring in new ideas and change management expertise.

5. It is proposed that the new Strategic Director undertake line management responsibilities for the Head of Housing, Head of Economic Development & Partnerships; and Head of Leisure. The Head of Environmental Health will be moved to report to the remaining Strategic Director. The SIG considered the option of using the opportunity to undertake a wider 'shake-up' of the service head reporting lines, but this approach was rejected as being out of keeping with Waverley's preferred approach of evolutionary management development. The SIG also rejected the idea of undertaking significant changes in number of the service heads and their service responsibilities in the short-term.
6. The SIG felt it important, however, for the service improvement and change process to have an organisation-wide impact. Therefore it is also proposed that the new Strategic Director will be encouraged to work Council wide and to engage with key staff in all service areas on the change project. A change management project team will be established to assist in this process.
7. In addition, there will be a need to refine the corporate responsibilities and role of Waverley's other Strategic Director. This is important to ensure that changes processes are implemented across the whole range of service areas. It is proposed that the job title of the existing Strategic Director be changed from 'Environmental Services' to 'Customer Services', to reflect a more generic, Waverley wide remit.
8. Appointment of consultants to assist in the recruitment exercise would, at £20,000, normally require a competitive tendering exercise. Contract Procedure Rules (CPRs) require 3 alternative quotations/tenders to be obtained. Provision is contained within CPRs to waive normal requirements. The Chief Executive would like to be able to appoint a consultant on the basis of their knowledge and experience without formally obtaining alternative prices and therefore seeks the Executive's approval in accordance with CPR W101 to waive CPR A108 and subsequent CPR requirements.

Conclusion

9. Waverley is facing a time of challenge and change. The senior management of the organisation needs to focus over the next year – 18 months on leading our service teams in a drive to refocus, streamline and adapt our activities to meet the coming challenges. In the short-term, management capacity is required to bring about service improvement. Therefore, it is proposed to recruit a new Strategic Director (Service Improvement) on a fixed-term contract basis.

Recommendation

The Executive

1. recommends to the Council that the recruitment of a new Strategic Director (Service Improvement) be approved, on the broad terms set out in this report, and the Restructuring & HR Special Interest Group be authorised to make the appointment decision, in consultation with the Chief Executive;

2. agrees that a supplementary estimate of a maximum £20,000 be authorised to fund the recruitment and search process, and that Contract Procedure Rule A108 and subsequent relevant requirements be waived in accordance with the provisions of CPR W101, to allow the appointment of a professional search agency to be delegated to the Chief Executive, in consultation with the Portfolio Holder for Human Resources, by negotiation with relevant recruitment providers; and
3. recommends to the Council that the Strategic Director (Environmental Services) be re-designated Strategic Director (Customer Services) and the constitution amended accordingly.

Background Papers (CEx)

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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