AGENDA

EMPLOYMENT COMMITTEE MEETING

MAID STONE
Borough Council

Date: Thursday 27 August 2015
Time: 2.00 pm
Venue: Committee Room B, Town Hall,
        High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Burton, Cox,
             Mrs Gooch, Mrs Joy, McKay,
             McLoughlin, D Mortimer, Perry, Round,
             Sargeant and Mrs Wilson

Page No.

1.   Apologies for Absence

2.   Notification of Substitute Members

3.   Notification of Visiting Members

4.   Election of Chairman

5.   Election of Vice-Chairman

Continued Over/:

Issued on 19 August 2015

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Alison Broom, Chief Executive, Maidstone Borough Council, Maidstone House, King Street, Maidstone Kent ME15 6JQ

6.   Disclosures by Members and Officers

7.   Disclosures of Lobbying

8.   To consider whether any items should be taken in private
       because of the possible disclosure of exempt information.

**NOTICE IS GIVEN IN ACCORDANCE WITH SECTION 17 OF
THE LOCAL GOVERNMENT AND HOUSING ACT 1989 THAT
ALTERNATIVE ARRANGEMENTS FOR APPOINTMENTS TO
COMMITTEES OUTSIDE THE USUAL POLITICAL BALANCE
REQUIREMENTS MAY BE CONSIDERED IN RELATION TO
AGENDA ITEMS 9 AND 10**

EMPLOYMENT COMMITTEE	27 August 2015	
Is the final decision on the recommendations in this report to be made at this meeting?		**Yes**

Appointment of Sub-Committees

Final Decision-Maker	Employment Committee
Lead Head of Service	Paul Riley, Head of Finance and Resources
Lead Officer and Report Author	Caroline Matthews, Democratic Services Officer
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:
1. That the Committee appoint to the Sub-Committees as set out in Section 4 of the report; and
2. That the Committee agree that, for consistency, the panel of Members for the Mid-Year Review of the Chief Executive is the same panel as appointed for the annual review process of the Chief Executive.

This report relates to the following corporate priorities:

Timetable	
Meeting	*Date*
Employment Committee	27 August 2015

Appointment of Sub-Committees

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 To appoint to the Committee's various Sub-Committees as detailed in the body of the report.

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2. INTRODUCTION AND BACKGROUND

2.1 Set out in the body of the report and in the Appendix 'A' are the various Sub-Committees to which this Committee is required to make member appointments. It is possible to appoint a Sub-Committee which is not politically balanced and the arrangements for such appointments are set out in paragraph 2.2 below.

2.2 Section 17 of the Local Government and Housing Act 1989 provides for exceptions to the political balance requirements. In essence, the Committee can amend the political balance of a Sub-Committee provided that notice of the intention to give such consideration has been given to all Members of the Committee and when the alternative arrangements are put to the vote at the Committee, no members of the Committee votes against them.

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3. AVAILABLE OPTIONS

3.1 An alternative would be to not appoint to any or all of the Sub-Committees but this is not recommended as it would be going against the decision of Council as set out in the Constitution.

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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 Sub-Committee to consider the applications received for the posts of Chief Executive and Directors, compile a shortlist for interview and subsequently to interview and make appointments (in the case of the Chief Executive, any appointment is subject to confirmation by full Council)

Panel to consist of 5 Councillors (to be the Group Leaders of the 5 largest parties)

4.2 Sub-Committee to review annually the performance of the Chief Executive and Directors, to agree targets for the coming financial year, and agree any corrective action which may be required relating to the previous financial year

Panel to consist of 5 Councillors (to be the Group Leaders of the 5 largest parties)

4.3 Sub-Committee to review the performance of the Chief Executive at mid year and review the targets set for the financial year

Panel to consist of 5 Councillors (to be the Group Leaders of the 5 largest parties)

4.4 To hear and determine appeals against decisions taken by the Chief Executive under the disciplinary or capability procedures or to hear grievances raised against the Chief Executive under the grievance procedure

Panel to consist of 3 Councillors

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

5.1 Once the appointments are made, these will be held for the remainder of the municipal year.

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	There are no direct impacts on corporate priorities arising from this decision but the sub-committees' impact is through the control of senior officers employed to deliver the strategic objectives.	Head of Finance & Resources.
Risk Management	Failure to appoint to these Sub-Committees could create difficulties for the Council in undertaking these functions	[Head of Service or Manager]
Financial	These sub-committees form part of the original plan for the committee system of governance and as such they do not create an additional financial pressure.	Head of Finance & Resources
Staffing	There are no staffing implications	[Head of Service]
Legal	The appointment of the proposed Sub-Committees will comply with the provisions of the Local Government & Housing	Head of Legal Partnership

	Act 1989 and the Council's Constitution.	
Environmental/Sustainable Development	There are no environmental/sustainable development implications	[Head of Service or Manager]
Community Safety	There are no community safety implications	[Head of Service or Manager]
Human Rights Act	There are no human rights implications	[Head of Service or Manager]
Procurement	There are no procurement implications	[Head of Service & Section 151 Officer]
Asset Management	There are no asset management implications	[Head of Service & Manager]

7. REPORT APPENDICES

None

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8. BACKGROUND PAPERS

None

Employment Committee	27/08 /2015
Is the final decision on the recommendations in this report to be made at this meeting?	**Yes**

Director Recruitment Process

Final Decision-Maker	Employment Committee
Lead Director or Head of Service	Alison Broom, Chief Executive
Lead Officer and Report Author	Dena Smart, Shared Head of Human Resources
Classification	Public
Wards affected	Borough-wide

This report makes the following recommendations to the final decision-maker:

1. That the Employment Committee agree the appointment of a sub-committee as the interview panel for any Director appointments
2. That the Employment Committee agree the appointment of recruitment consultants to assist with the recruitment and selection process for any Director appointments
3. If recommendation two is agreed that the selection of the recruitment consultants is delegated to the Chief Executive in consultation with the Chair of the Appointment Sub Committee.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all - none
- Securing a successful economy for Maidstone Borough - none

Timetable	
Meeting	**Date**
Employment Committee	27 August 2015

Director Recruitment Process

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 The report considers the options for the process of the recruitment and selection of the Director position to ensure that the best quality of applicant is available for selection by the Employment Committee to implement the new senior management structure agreed by the Policy and Resources Committee.

1.2 The report recommends that the Employment Committee agree to establish an Appointments sub – committee for the final interview process with five members rather than the full committee.

2. INTRODUCTION AND BACKGROUND

2.1 The Council Constitution sets out the role of the Employment Committee as:

To consider the applications received for the posts of Chief Executive and Directors and to compile a short list for interview and subsequently to interview and make appointments

2.2 The recommended best practice in selection is to run an assessment centre with a range of tests and exercises to ensure the candidates considered by the Employment Committee are able to fulfil the requirements of the role.

2.3 It is recommended that the Employment Committee agree a sub-committee to undertake the final interview process as a panel with the full committee of twelve members would be unlikely to draw the best from candidates. As the Employment Committee has a sub-committee of five members to undertake the Chief Executive and Director appraisals, and as such is acting in the role of 'line manager' this is the recommended format for the Appointment Panel.

2.4 In previous Director appointments the council has used the services of a recruitment company to manage the process and to ensure that the maximum number of suitable candidates apply for the post. The recruitment company has designed the advert and search campaign, organised technical interviews, psychometric testing, designed the assessment centre, assisted with long and short lists and supported the appointment panel with final interviews. The assessment centre is usually designed to give the opportunity for a wider group of members and other stakeholders to meet the candidates.

3. AVAILABLE OPTIONS

3.1 **Appoint external recruitment consultants**

There is a wide range of external agencies that could support the council to source suitable candidates for the recruitment and selection of the Director and conduct the process.

There are three main advantages to the use of an external agency:

- o Access to a wide database of suitable, experienced candidates who would be contacted by the agency to stimulate a good field of applicants. This is a particular advantage in areas where there may be a shortage of people and the agency are able to target people direct who may not be actively job seeking;
- o Access to the creative designers for the production of high quality advertisements and microsites thereby ensuring a wide reach to people who are currently job searching
- o Access to a wide range of expertise and assessment tools and techniques;
- o An objective judgement regarding the strength of candidates compared to the availability in the current market.

The key disadvantage to the use of external recruitment consultants is the financial cost which is likely to be in the region of fifteen thousand pounds (this does not include advertising cost which will be incurred whichever management process is followed) and the opportunity cost of the additional time required if the internal HR team conducted rather than managed the process. However the financial cost should be balanced against the possibility of failing to recruit a good candidate and the consequent costs of re-advertising; the cost of adverts alone may amount to ten thousand pounds.

3.2 Undertake the recruitment using internal resources

The in house HR team have significant experience of recruitment and selection with some accreditation and therefore access to the type of psychometric tools that would be used for this level of selection.

The key difference relates to the database of suitable people which is not held by the in house team and this would mean that there was no 'search' component to the process; stimulation of suitable candidates would rely on response to advertisements.

The main advantage of using the in-house team is that there would be no additional costs for the selection process, though there would be some need to pay for the development of the advertising copy and micro-site.

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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 Option one is the preferred option.

The appointment of the best people is key to the success of the council and for this to be likely we must secure the services of a recruitment organisation with the experience of senior search, recruitment and selection. Although there is an additional cost to the external resource this is a small percentage of the cost of a director or the cost of re-advertising.

The use of an external agency will also offer an objective view to the Employment Committee, this will be particularly important if there are any internal candidates for the advertised Director role.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 Consultation is with the Employment Committee.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 If the recommended decision is agreed the next steps will be to undertake a process in accordance with the council's procurement rules to identify the recruitment company.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	All priorities are indirectly impacted by this senior recruitment	CEO
Risk Management	The risks are associated with not undertaking the process in a way that does not deliver the best candidate for the role.	CEO
Financial	Within existing budgets	S151
Staffing	No specific staffing issues	Shared head of HR
Legal	None identified at this time	
Equality Impact Needs Assessment	None identified at this time	
Environmental/Sustainable Development	None identified at this time	
Community Safety	None identified at this time	
Human Rights Act	None identified at this time	
Procurement	Procurement rules will be followed as a result of decisions made on the report.	S151 Monitoring Officer
Asset Management	None identified at this time	

8. REPORT APPENDICES

No appendices

9. BACKGROUND PAPERS

No background papers