

The table on page 4 has been added. This summarises minor adjustments made following feedback at the 10 April 2024 Corporate Services Committee meeting.

Committee(s): Corporate Services Committee Policy & Resources Committee Court of Common Council	Dated: 10 April 2024 9 May 2024 23 May 2024
Subject: Member-led Recruitment Procedures and Roles included	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Senior level recruitment impacts all Corporate Plan outcomes.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Alison Littlewood, Chief People Officer	For Decision
Report author: Cindy Vallance, Employee Experience Lead	

Summary

The most recent procedures for member-led recruitment were written in 2016 and the tables listing applicable roles created in 2021. Given the adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

Given the need to provide assurance and clarity on all aspects of recruitment to senior roles along with the requirement to act quickly to recruit for critical roles and to avoid the risk of losing outstanding candidates due to protracted or unclear procedures, this report outlines proposed updates to the member-led recruitment procedures and committee involvement.

This paper focuses on recommended adjustments to recruitment procedures for roles of Chief Officers / Senior Management Group Officers (SMG) and a small number of additional roles where appointments are member-led.

Recommendation

Members are being asked to:

Agree the updated Member-Led Recruitment Procedure and Table of Roles, as detailed in Appendix 1, for onward recommendation to Court of Common Council.

Main Report

Background and current position

1. The current member-led recruitment procedures are from 2016. These procedures have been accompanied since 2021 (midway through the TOM process) by a CSC-approved list outlining committee responsibilities for recruitment to each role.
2. Over the past two years, significant changes have been made to officer titles, job role content and department functions have been adjusted. Committee name changes have also been made during this time. Other amendments reflect the governance requirements around scrutiny for roles that are Grade I and/or those that are salary benchmarked at £100K and above.
3. The recommended adjustments to member-decided procedures and associated tables have been updated and are enclosed in Appendix 1.

Corporate and Strategic Implications

4. Strategic implications – Ensuring the appropriate engagement of Committees ensures good governance practices are maintained within City Corporation.
5. Financial implications – None.
6. Resource implications – Member-led recruitment is extremely resource-intensive; however, current resourcing is seen to be sufficient for all appropriate processes and decision-making to take place for Chief Officer & SMG recruitment.
7. Legal implications – There are no legal implications, beyond the need for adherence to governance requirements and the requirement to adhere to the Localism Act 2011.
8. Risk implications – Maintaining the status quo will result in lack of clarity for decision-making and processes and can be seen as a reputational risk in the eyes of candidates and other members of the City Corporation communities, employees, and members alike. At a practical level, since senior roles can take up to six months to appoint, lack of clarity or overly slow processes can also risk the loss of outstanding candidates, supporting the need to streamline procedures where possible.
9. Equalities implications – A robust decision-making process, transparent procedures and due care and attention to all aspects of equality, diversity and inclusion ensures that discrimination and bias, even where unintentional, does not take place.

10. Climate implications – There are no climate implications.

11. Security implications – Security implications are considered for all roles requiring scrutiny and appropriate pre-employment checks.

Conclusion

12. The goal in providing revised procedures and a list for the roles to be included in member-led recruitment will provide assurance that appropriate decision-making and processes are followed and are up to date to enable speedier recruitment for critical roles.

Appendices

Appendix 1: Recommendations: March 2024 Member-led Recruitment Procedures

Annex 1.1: Member-led Roles / Committee Table

Annex 1.2: Salary Setting Framework

Appendix 2: Existing State: 2016 and 2021 Member-led Recruitment Procedures

Annex 2.1: Report and Member-led Roles / Committee Table.

Background Papers

None

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Member-led Recruitment Procedures and Roles Adjustments Table (as of 25 April 2024).

Following discussion at Corporate Services Committee (CSC) on 10 April 2024, minor changes in the table below have been made to reflect Member input. Member-led Recruitment Procedures and Roles have been provided for approval by Policy and Resources Committee & Court of Common Council in May 2024.

CSC Member Feedback	Action
The ability to address contextual needs for each role by providing the option of variation and flexibility of Member and other external stakeholder involvement in all aspects of the process should be more explicitly stated in the procedures.	The guidance within the Recruitment Plan Reporting section which precedes any recruitment has been adjusted to include explicit guidance that recruitment proposals must provide details of all Members and external stakeholders who will be involved in the recruitment process. This includes any individuals who should be involved due to Acts of Parliament & City Corporation's Scheme of Delegations. No recruitment will take place until agreement is reached on those who will be involved based on the unique circumstances of each role.
To ensure panel manageability, final interview panels should involve no more than seven individuals. Other options for engagement in the recruitment process should be more explicitly stated.	To enable participation of key Members and external stakeholders in the process beyond the final panel, additional options such as attending presentations, fireside chats, and stakeholder panels have been made more explicit as part of Recruitment Plan Reporting and in the procedures.
Corporate Services Committee representation should be more explicitly stated in the procedures.	The Corporate Services Committee serves as the key Committee with responsibility for employment matters. Therefore, the Chair of CSC has been included as a final panel member for ALL member-led recruitment unless they choose to delegate this role in accordance with the contextual circumstances for each role; for instance, where there is a need to include additional Members as final panel members when recruiting Chief Officers of Institutions. The decisions on Member engagement in all aspects of the recruitment process will be made as part of discussions leading to the creation of the Recruitment Plan that will precede each recruitment.
Discussion took place as to whether the Chair of Policy & Resources should be included in all Chief Officer recruitment.	It was confirmed at CSC that the Chair of Policy & Resources Committee may choose to delegate their role as a final panel member for Chief Officer recruitment in accordance with the contextual

	<p>circumstances for each role; for instance, where there is a need to include additional Members as final panel members when recruiting Chief Officers of Institutions. The decisions on Member engagement in all aspects of the recruitment process will be made as part of discussions leading to the creation of the Recruitment Plan that will precede each recruitment.</p>
<p>EDI training for Members should be current and up to date.</p>	<p>The guidance has been adjusted to explicitly state the requirement to review and update Member EDI training regularly to keep up with good people practices.</p>
<p>City Corporation should maintain a record of all search suppliers that have been used and associated costs to ensure that an appropriate diverse and cost-effective range of suppliers are used annually.</p>	<p>A central record summarising the use of executive search suppliers for member-led recruitment will be maintained by People and Human Resources and reviewed annually by the Chair of Corporate Services Committee.</p>