

Report – Corporate Services Committee

Member-led Recruitment Procedures

To be presented on Thursday, 23rd May 2024

*To the Right Honourable The Lord Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

The most recent procedure for Member-led officer recruitment were established in 2016 and the tables listing applicable roles updated in an interim basis in 2021, as part of the Target Operating Model (TOM). 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and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.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 desire to act quickly to recruit for critical roles this report outlines proposed updates to the Member-led recruitment procedures.

This paper proposes adjustments to recruitment procedures for roles of Chief Officers and a number of additional roles where appointments are Member-led. However, at Committee, it was considered that further consideration was needed in respect of some of the Environment appointments, given the large volume of Committees overseeing that function. The report does, therefore, seek approval for the proposals and asks that consideration of this final tranche be delegated to your Corporate Services and Policy and Resources committees.

In considering the updated Member-Led Recruitment Procedure and Table of Roles, your Policy and Resources Committee were mindful of the very specific reporting requirements relating to the role of Executive Director Environment given the number of Grand Committees into which the Director reported directly. Policy and Resources Committee agreed that the specific reporting requirements for the Executive Director Environment and Committee Responsibility for appointment to this role would require further consideration in looking to ensure all relevant Committees were incorporated accordingly as part of any Member-Led recruitment.

Your Policy and Resources Committee approved the updated Member-Led Recruitment Procedure and Table of Roles, for onward recommendation to Court of Common Council; further recommending that authority be granted to Policy and Resources Committee and Corporate Services Committee to make a final

determination on reporting requirements relating to the role of Executive Director Environment.

RECOMMENDATION

That Members:

- Agree the updated Member-Led Recruitment Procedure and Table of Roles, as detailed in Appendix 1;
- Note that further consideration is to be given to Environment Department appointments; and
- Agree to authorise your Policy and Resources Committee and Corporate Services Committee to determine the final Panel arrangements for the relevant Environment Department officer appointments.

MAIN REPORT

Background

1. Standing Order 63(1) states that all appointments for Chief Officer posts are subject to the City Corporation's Chief Officer Appointment Procedure. Standing Order 63(2) further states that Deputy Chief Officer posts are also subject to the Chief Officer Appointment Procedure. The Court of Common Council is then expressly responsible for the appointment of the Town Clerk & Chief Executive; the Comptroller & City Solicitor; the Chamberlain; the City Remembrancer and the Commissioner of the City of London Police.
2. In addition to those roles prescribed under SO63, in recent years Members have identified a small number of additional senior, strategic, roles for which some form of Member representation/involvement is considered appropriate.

Current Position

3. At its meeting on 10th December 2015, your Establishment Committee (now known as the Corporate Services Committee) considered a report of the then Director of Human Resources regarding the recruitment of senior officers and the appropriate involvement of Members at each stage of the recruitment process.
4. The Committee agreed with the findings in the Report and asked that a proposal for a formal procedure for Member involvement in senior officer recruitment be drawn up. This was brought back to the Committee on 4th February 2016 and the list of senior officer posts was agreed. The Committee also agreed that the determination of the level of Member involvement for the recruitment of a Senior Officer was to be a joint decision between the Chief Officer and the respective Service Committee Chair, and that there should be an option for Members to be involved in final interview panels.

5. This Chief Officer Appointment Procedure has been in place since 2016 and was supplemented in 2021 (midway through the TOM process) with a list outlining committee responsibilities for recruitment to each specific role.

Proposal

6. 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.
7. The recommended adjustments to procedures have, therefore, been updated and are set out in Appendix 1. The existing 2016 and 2021 procedures have been linked as background reports.
8. In considering proposals, your Policy and Resources Committee was mindful of the very specific reporting requirements relating to the role of Executive Director Environment given the number of Grand Committees to which the Director reported into directly (namely: Planning & Transportation, Natural Environment Board, West Ham Park Committee, Hampstead Heath Highgate Wood and Queens Park Committee, Epping Forest & Commons Committee, Port Health & Environmental Services Committee and Licensing Committee).
9. As such, there was agreement that the specific reporting requirements for some of the Environment Department roles would require further consideration in looking to ensure all relevant Committees were incorporated at an appropriate level, as part of any Member-Led recruitment.
10. Your Policy and Resources Committee therefore approved the updated Member-Led Recruitment Procedure and Table of Roles for onward; further recommending that delegated authority be granted to Policy and Resources Committee and Corporate Services Committee to make a final determination on reporting requirements relating to the role of Executive Director Environment.
11. It was considered by your Policy and Resources Committee that this delegation would allow the crucial changes to be progressed post-haste, whilst enabling the further work on the Environment areas to be revisited.

Corporate and Strategic Implications

12. Strategic implications – Ensuring the appropriate engagement of Committees ensures good governance practices are maintained within City Corporation.
13. Financial implications – None.

14. 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.
15. 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.
16. 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.
17. 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.
18. Climate implications – There are no climate implications.
19. Security implications – Security implications are considered for all roles requiring scrutiny and appropriate pre-employment checks.

Conclusion

20. 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: Proposed 2024 Member-led Recruitment Procedures

Annex 1.1: Member-led Roles / Committee Table

Annex 1.2: Salary Setting Framework

Background Papers

2016 and 2021 Member-led Recruitment Procedures

All of which we submit to the judgement of this Honourable Court.

DATED this 10th day of April 2024.

SIGNED on behalf of the Committee

Deputy Alastair Michael Moss
Chair, Corporate Services Committee