

Appendix 1
DRAFT RECOMMENDATIONS
MEMBER-LED RECRUITMENT PROCEDURES

Introduction: Member-led Recruitment

The most recent procedures for Member-led recruitment were written in 2016¹ and the tables listing applicable roles created in 2021.² Given significant 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and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

There are four key elements to the procedures that follow for recruitment to Member-led roles.

- Vacancy Reporting
- Agreeing Grade, Salary & Contract type
- Recruitment Plan Reporting
- Recruitment Procedures

¹ See Appendix 2: 2016 Member-led recruitment procedures.

² See Annex 2.1: 2021 Report and Member-led roles / committee table.

Vacancy Reporting

1. The definition of roles requiring Member-led recruitment includes all Chief Officers and Senior Management Group (SMG) Officers, and a small number of additional critical high-profile roles that have been carried forward from the 2021 Member-led table. These roles are identified in **Annex 1.1**.
2. All Member-led role vacancies included on Annex 1.1 and any re-evaluated roles that are not currently Member-led but that are determined and approved through the re-evaluation process³ to become Member-led must be immediately reported for information to the Employing Service Committee(s) to which the post reports, the Town Clerk & Chief Executive, the Chief People Officer, and the Court of Common Council through the Corporate Services Committee.
3. In exceptional cases where a vacancy and need to recruit has arisen due to confidential circumstances including a live employee case, a termination or a redundancy with complex timescales, the Town Clerk & Chief Executive in consultation with the Chair of Policy and Resources, the Chair of Corporate Services Committee, and the Chief People Officer will have the authority to determine the timing and approach to reporting and recruiting to the vacancy.
4. In the cases of the vacancies of 'High Officers,' eg. the Town Clerk & Chief Executive, Chamberlain & Chief Financial Officer, Commissioner of Police, Comptroller & City Solicitor, and Remembrancer, the Employing Committee(s) should inform the Court of Common Council as quickly as possible. In these cases, a report setting out the vacancy and the plans for recruitment must also go to the Court of Common Council. These roles require a further step, namely a final interview by and approval of the Court of Common Council, in addition to the procedure set out in this document (see paragraph 46). All details concerning the procedures for these roles are available from the Deputy Town Clerk.

Agreeing Grade, Salary & Contract type

5. Recruitment cannot commence without agreement on the grade, salary range, and content of the role profile. The Salary Setting Framework is included at **Annex 1.2** and is applicable to all Member-led recruitment activities across all services, departments, and institutions. To ensure parity and equity, any proposed changes to the above must be approved under urgency ahead of any recruitment activity commencing.
6. Where an interim arrangement such as an acting-up / secondment or external fixed term appointment is required, the Town Clerk & Chief Executive in consultation with

³ All re-evaluated member-led roles of Grade I or above or over £100K must also be approved by Senior Remuneration Sub-Committee as outlined in Annex 1.2.

the Chair of the Employing Committee and the Chair of the Corporate Services Committee will lead the process in accordance with the salary setting procedures contained in Annex 1.2 and will follow the recruitment procedures as outlined in section 24 below.

Recruitment Plan Reporting

7. Following vacancy reporting and agreement on the grade, salary range and content of the role profile as outlined in the salary setting framework, a second report outlining plans for recruitment will be required for decision by the Employing Committee(s) as soon as is practical as set out below. Urgency Procedures (in accordance with Standing Order 41(a)) may be used where necessary and appropriate.
8. All members of the Corporate Services Committee and the Policy and Resources Committee will be copied for information in all cases when not already on the Employing Committees list.
9. The Chair(s) of the key Employing Committees, the Town Clerk & Chief Executive, and the Chief People Officer will meet and create the recruitment plan to be contained in the report.
10. Reports will precede recruitment and must include proposals for:
 - Recruitment timetable.
 - The intended use of executive search suppliers.⁴
 - All Members and other external stakeholders who will be involved in each stage of the process, including all psychometric and job-related assessment activities, fireside chats, stakeholder panels, presentations, and final panel interviews.
 - Any specific recommendations for individuals that should be involved in the recruitment process resulting from Acts of Parliament and City Corporation's Scheme of Delegations across all Committees (eg. the power of duty of the Ranger from the Epping Forest Act to approve certain appointments).
 - Salary range confirmation based on the notification process above.

Recruitment Procedures

Overview

11. In cases where any of the key individuals are unavailable for any element of the recruitment procedures that follow, decisions may be delegated to the next relevant

⁴ Note: a competitive process administered by HR will be used to determine the search supplier and the final decision will be delegated to the Town Clerk and Chief Executive and Chief People Officer in consultation with the Chair of the panel. Further information is noted below.

level of Officer or Member, e.g. the Deputy Town Clerk or the Deputy Chief Executive for the Town Clerk and Chief Executive. The Assistant Director of HR for the Chief People Officer, a relevant Committee Deputy Chair for the Chair.

12. Recruitment for Member-led roles should be led by the Chair of the Employing Committee first mentioned on Annex 1.
13. The Chair of the Corporate Services Committee, as the key representative of the Grand Committee that holds responsibility for all employee matters, will be a panel member for ALL member-led recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.
14. The Chair of Policy and Resources Committee will be a panel member for ALL Chief Officer recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.

Member and External Stakeholder Engagement

15. Notwithstanding the overview above, flexibility to enable well informed decision-making is paramount for an effective recruitment process. Details of all planned engagement in Member-led recruitment will be summarised in the Recruitment Plan Reporting outlined above. This step precedes recruitment and will include all necessary discussions and Member agreement based on the unique circumstances of each role.
16. In some cases, for instance, for Heads of Schools and other City Corporation Institutions with their own Boards of Governors, additional Board governors and/or other external stakeholders may be included as final panel members, while keeping the final panel interview to no more than seven. This approach may also extend to other roles where appropriate.
17. Additionally, beyond the final panel interview, involvement in the process may also take the form of stakeholder engagement panels, members of a fireside chat, or as audience members for formal candidate presentations.
18. Care must be taken to assess any conflict of interest or undue influence in all cases.

Final Interview Panels

19. The final interview panel will normally consist of the following with no more than seven members, although variations will be desirable in some cases; particularly for institutions as noted above:

Voting Final Interview Panel Members

For Member-led Chief Officer Appointments with one Employing Committee:

- The Chair will be the Chair of the Employing Committee as mentioned on Annex 1
- The Deputy Chair of the Employing Committee
- The Chair of the Corporate Services Committee (if not the Chair of the Employing Committee)
- The Chair of Policy and Resources Committee (if not the Chair of the Employing Committee)
- The Town Clerk & Chief Executive

For Member-led Chief Officer Appointments with more than one Employing Committee:

- The Chair will be the Chair of the first mentioned Employing Committee as outlined on Annex 1
- The Chair or Deputy Chair of each of the other Employing Committees
- The Chair of the Corporate Services Committee (if not the Chair of any of the Employing Committees)
- The Chair of Policy and Resources Committee (if not the Chair of any of the Employing Committees)
- The Town Clerk & Chief Executive

For Member-led Non-Chief Officer posts (Annex 1+)

In addition to the above, the panel for Member-led Non-Chief Officer posts will have an additional voting member:

- The Chief Officer of the area that is recruiting or their delegate.

At times, it may be appropriate for the panel to be supplemented or adjusted by the involvement of other voting members. The panel may be made up to a maximum of **seven** voting panel members in exceptional circumstances.

Non-Voting Final Interview Panel Members

- The Chief People Officer (or a senior HR staff member such as a HR Assistant Director) will be a non-voting member of the Panel, will hold the role of expert resource, and will manage the panel decision-making process.

20. *For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels must be supplemented by appropriate external representatives as required by law. The appointment procedure adopted for these posts will therefore be varied as necessary and appropriate with the Town Clerk & Chief Executive authorised to determine such arrangements.*

Re-evaluated Chief Officer Roles

21. In the case of a re-evaluated roles with an existing incumbent (e.g. when responsibilities have significantly increased and the role has been evaluated at a higher grade and salary), then placement of the incumbent into the re-evaluated role may be made directly with agreement by the first mentioned Chair of the Employing Committee, the Chair of Policy and Resources Committee, the Chair of Corporate Services Committee, the Town Clerk & Chief Executive and the Chief People Officer. While this situation sits outside recruitment explicitly, it is relevant in relation to the grade and salary notes contained in Annex 2.

Member Recruitment Training

22. The Chair and Deputy Chair of all panels must undertake the City of London Corporation Member Recruitment, selection, equality, diversity and inclusion and unconscious bias training and refresh their skills at least every three years. Reminders for training refreshers will be sent annually to all Committee Chair & Deputy Chair members from the HR team in consultation with Member Services Officer(s) who oversee Member training to avoid last minute occurrences arising where training has not been completed. The training offer is reviewed and updated regularly to keep up with current good people practices.

Preferred Candidates

23. If the panel decides that there is an obvious internal choice for a single preferred candidate, for instance a deputy role holder or a role holder for a job that is very similar, then an appointment may be made following successful interview without further advertising.

24. If the decision is to move an incumbent interim role-holder to a substantive appointment, this can occur only if the Employing Committee Members have already been formally involved in the original interim recruitment process and requires the agreement of the Chair of the Employing Committee, the Chair of the Corporate Services Committee, and the Town Clerk & Chief Executive.

Advertising

25. For both internal or external recruitment, the panel must agree in advance all the assessment activities and dates for recruitment activities to be undertaken.
26. The advertisement will be drafted to include the salary range, how to apply, and all relevant deadline dates. The final advertisement will be delegated for decision to the Town Clerk & Chief Executive in consultation with the Chair of the panel and the Chief People Officer.

Candidate Attraction Pack

27. The candidate attraction pack will be in a standard format with minor variations made for each post. The pack will include a welcome (see Advertising section above) from the Town Clerk & Chief Executive, a short synopsis of the department, service, or institution and wider organisation, a role profile, a person specification, and an organisation chart. To assist candidates, other relevant links will be included in the candidate attraction pack for additional research purposes.

Internal and/or External Adverts

28. If there is more than one strong internal candidate, the panel can opt to advertise the vacancy within City Corporation only.
29. If the panel wishes to gauge the strength of internal applicants against external applicants, the panel can decide that the vacancy should be advertised externally as well as internally simultaneously. All decisions will be made based on the essential criteria for the specific role as outlined on the role profile.

Executive Search Partners

30. For Member-led recruitment, a specialist executive search supplier will be engaged as a partner. Procurement will be coordinated directly through HR according to standard competitive procedures. A minimum of three suppliers will be written to and asked to submit proposals. The final selection of the search supplier will be delegated to the Town Clerk & Chief Executive and Chief People Officer in consultation with the Chair of the panel. A record will be maintained centrally by People and Human Resources of the executive search supplier selected for each campaign, along with all associated costs, to ensure that an

appropriately diverse and cost-effective range of suppliers are used annually. This list will be reviewed annually by the Chair of Corporate Services Committee.

Longlisting

31. All longlist decision panels will include the Chair of the panel, the Executive Search Partner representative and / or the appointed Recruitment Administrator for roles which are advertised internally only. Applications will be sorted into Yes, Maybe and No categories.
32. Anonymised Yes / Maybe applications will be provided to the Longlisting panel by email five days in advance of the longlist meeting. All anonymized applications will be available for the full panel to examine if required.

Shortlisting

33. The panel will receive copies of the anonymised applications by email five days in advance of the shortlisting meeting.
34. The panel will review the applications with the executive search partner and will express a view on each one. Applications will be sorted into 'Yes', 'No' and 'Maybe' categories utilising the criteria set in the person specification.
35. The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile are those that are unanimously rejected by the panel and the 'Maybe' pile are those where there is majority support for inclusion, but where the view is not unanimous.
36. If there are sufficient applications in the 'Yes' pile, then these will be invited for assessment by the executive search partner or the recruitment administrator (where roles are advertised internally only) to explore experience further and to probe anything raised at the initial meeting with the panel.
37. If there are insufficient 'Yes' candidates, the panel may supplement these with an agreed number from the top ranked of the 'Maybe' category.

Assessment Centre / Selection Process

38. An assessment approach must be used for all Member-led appointments. The content of the assessment will vary between roles but may include psychometric review tools, a verbal presentation to a selected group, fireside chats, stakeholder panels, Senior Leadership Team panels, and other job-related assessments and written exercises.
39. The format of the assessment will be decided at the start of the process to ensure that any external technical assessors that may be required (e.g. for psychometric

reviews and debriefs) can be booked by the allocated Recruitment Administrator in advance.

References

40. Referees, including contact information and working relationships with the candidate, are typically requested prior to interview by the executive search partner / administrator as part of the application process. Referees are then contacted following successful interview with timing of contact agreed with the candidate. This is particularly the case when checking in with current employer referees. No other panel members should contact referees.

Interview Scheduling

41. The Administrator will prepare an interview schedule and provide interview questions and scoring criteria which the panel will discuss and agree in advance of the interviews.
42. The schedule will allocate a minimum of 30 minutes before the first interview to enable the panel to decide allocation of questions, including any supplementary questions arising from the selection tests.
43. Each interview should be no longer than 45 minutes. Depending on the time of day and number of candidates, the schedule should incorporate lunch and refreshment breaks for the panel and time should be allocated after the interviews for the panel discussion / decision.

Interview Panel Preparation

44. While it is expected that candidates must be on time, all panel members must also arrive well in advance of the panel and give full attention to the proceedings at hand. Mobile phones and other personal devices should not be used during the panel interviews.
45. Applicants for interview will be advised of the time, the date, and the location of the interviews. Applicants will also be advised of the subject of any written exercise / verbal presentation which may be required and will be asked to confirm technology requirements in advance of the interviews.

Interviews

46. All applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection assessments may be added, but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc.)

must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

47. Interview performance must be scored on the assessment forms provided during or after each interview. There is room on these forms for the panel member to make notes, but care must be taken to avoid any comment of a discriminatory nature as all notes are disclosable through Freedom of Information or Subject Access Requests.
48. A senior HR representative (typically the Chief People Officer) will attend the interviews to provide expert advice should questions arise and will also take the lead in managing the administration in the room, including facilitating the discussion and agreement of the scoring process for all panel members.
49. At the end of the interviews, the panel members should discuss their notes on the candidates and reach a consensus on whom to appoint. The decision is subject to all appropriate pre-employment checks. A reserve candidate may be selected as a back-up if there is a second appropriate candidate in case the first choice cannot be appointed for any reason.

Court of Common Council Appointments

50. In the case of appointments to posts that require the involvement of the Court of Common Council, the final applicant should appear before the Court of Common Council for confirmation of appointment. In these situations, as mentioned previously, all details concerning the procedures for these roles are available from the Deputy Town Clerk and Assistant Town Clerk.

Recruitment Decision

51. With the exception of the process followed for High Officers (see paragraph 46), only those members who have been party to the whole selection process are able to make a valid assessment of the candidates. Therefore, the panel's decision is final.
52. *Members must not let their political or personal preferences influence their judgement. Members must not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support. They must not contact a candidate's referees.*

Offer of Employment

53. A provisional offer can be made following the decision by the panel. Once all pre-employment checks have been confirmed, the offer and acceptance can be

confirmed, and the employing Committee(s) may be advised by email, outside of committee meetings, of the panel's decision.

Administration Support & Processes

54. The administration for the recruitment campaign will be led by the Head of Workforce and Resourcing in People & HR or another qualified individual as determined by the Chief People Officer.
55. The hiring department/service/institution must also provide an administrator to support with operational logistics and calendar support for the entire recruitment campaign.
56. The administrator will provide all documents to the panel for final approval, five days prior to the final panel date. The preparation of the candidate attraction pack and the choice of media in which to advertise will be delegated to the Administrator who will work with the executive search supplier and /or seek advice from the Advertising Agency used by City Corporation for the placing of advertisements in publications.

Annual Recruitment Reporting

57. To ensure appropriate transparency and governance oversight of salaries and recruitment for all senior roles, a full list of all member-led role job titles, grades, salaries, areas of the business and results of recruitment that has taken place over the previous year will be created and circulated annually following the end of the financial year to the Senior Remuneration Sub-Committee.
58. Additionally, in addition to considering any new roles, a review of Annex 1 will take place annually to account for any future evolution of committee structures. The annex, highlighting any recommended adjustments, will be circulated as a joint report by Member Governance Services and People and Human Resources to Corporate Services Committee and to any other relevant committees impacted by the changes for approval following the end of each financial year and will be updated on the intranet following approval.

Workforce Planning

59. Additionally, a business area-based workforce planning consultation process (initially a manual exercise in advance of the new ERP) will be implemented for expected senior recruitment for the following 12 months for each financial year, beginning in 2024/25. This new element will be the first step in formalising workforce planning. The process will also enable the early identification of new roles and placement as Member-led, member-involved, or neither, well in advance of recruitment to these roles.

Annex 1.1
CORPORATE SERVICES COMMITTEE
COMMITTEE RESPONSIBILITY FOR
MEMBER-LED APPOINTMENTS

CORPORATE & SERVICE DEPARTMENTS

CO	Town Clerk & Chief Executive*	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Chamberlain & Chief Financial Officer *	Finance Committee Investment Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
	Financial Services Director +	Finance Committee
	Head of Audit and Risk Management +	Audit and Risk Management Committee
CO	Comptroller & City Solicitor *	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Deputy Chief Executive (Note: this role is typically combined as an additional responsibility role. All Chief Officers are eligible with the exception of the Town Clerk and Chief Executive & Chief Executive)	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Remembrancer *	Policy & Resources Committee General Purposes Committee of the Court of Aldermen
	Deputy Remembrancer +	Policy and Resources Committee
CO	Deputy Town Clerk	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	City Surveyor & Executive Director of Property	Policy & Resources Committee Investment Committee

	Markets Director +	Markets Board
	Investment Property Director +	Investment Committee
CO	Executive Director of Communications and External Affairs	Policy & Resources Committee
CO	Executive Director of Community & Children's Services	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board Health & Wellbeing Board
CO	Executive Director of Environment	Planning & Transportation Committee Port Health & Environmental Services Committee Licensing Committee
	Planning & Development Director +	Planning and Transportation Committee
	Port Health & Public Protection Director +	Port Health and Environmental Services Committee Licensing Committee
	Natural Environment Director +	Natural Environment Board Epping Forest and Commons Committee West Ham Park Committee Hampstead Heath Committee
CO	Chief People Officer and Executive Director of Human Resources	Corporate Services Committee
CO	Executive Director of Innovation & Growth	Policy & Resources Committee
	Innovation and Growth: Managing Director, Brussels +	Policy and Resources Committee
	Innovation and Growth: Managing Director, US + (new role since 2023)	Policy and Resources Committee
CO	Chief Strategy Officer of Corporate Strategy and Performance	Policy & Resources Committee Corporate Services Committee
	Director of London Metropolitan Archives +	Culture, Heritage, and Libraries Committee
	Director of Police Authority +	Policy Authority Board Corporate Services Committee
	Assistant Town Clerk and Executive Director of Governance and Member Services +	Policy & Resources Committee Corporate Services Committee

	Executive Director and Private Secretary to the Lord Mayor +	General Purposes Committee of the Court of Aldermen Corporate Services Committee
	Executive Director and Private Secretary to the Chair of the Policy & Resources Committee +	Policy & Resources Committee Corporate Services Committee

INSTITUTIONS

CO	Commissioner of the City of London Police *	Police Authority Board
CO	Chief Executive Officer of the Barbican Centre	Barbican Centre Board
CO	Principal of the Guildhall School of Music & Drama	Board of Governors, Guildhall School of Music & Drama
CO	Heads of the City of London Schools	Relevant Board of Governors
CO	Managing Director of City Bridge Foundation	City Bridge Foundation Board

KEY

CO = Chief Officers

* High Officer elected by the Court of Common Council
(see Deputy Town Clerk for further information)

+ Member-led roles that are not Chief Officers

Notes:

Adjustments to responsible 'employing' committees and role titles above in [blue](#).
Committee name changes (eg. Establishment to Corporate Services, have not been highlighted).

Subject to Court of Common Council approval on 23/5/24, CSC and P&R to determine and approve final requirements relating to Environment roles)

Annex 1.2: Salary Setting Framework

1. The annually revised and published **2024/25 Pay Policy Statement** states:
 - a. “The Localism Act (2011) requires local authorities to produce a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority,’ which in the City of London Corporation’s case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.” (1.1.1) *Note: the £100K+ figure noted below is a legal requirement.*
 - b. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:
 - i. in respect of all new posts (including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that takes them over the Grade I or £100k threshold), the Court of Common Council (via the Corporate Services Committee)
 - ii. in respect of all existing posts, as delegated by the Court of Common Council. (4.2.2)
 - c. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the ‘datum point’ for the salary range.” (Appendix A2)

(See 2024/25 Pay Policy Statement, approved by Court of Common Council on 7 March 2024).

2. The **May 2023 Standing Orders of the Court of Common Council** further explain:
 - a. “The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee, and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk and Chief Executive or the Service Committee where appropriate.”

(See paragraph 62.3 Standing Orders of the Court of Common Council, May 2023).

3. Finally, the **2023/24 Terms of Reference of the Corporate Services Committee** state

- a. "The Corporate Services Committee approves: Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of Court."

(See 4(b)(i). Submitted by the Governance Team to CSC in January 2024 for 2024/25; not yet finalised for 2024/25).

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