

Committee: Establishment Committee	Date: 28 October 2015
Subject: Chief and Senior Officer Recruitment	Public
Report of: Director of Human Resources	For Decision

Summary

This report summarises the current position on the recruitment of Chief Officers and Senior Officers and puts forward options to Member for greater involvement.

Recommendations

Members are asked to consider this report and recommend how they wish to proceed in terms of the appointment of Senior Officer Roles.

Main Report

Background

1. Following a question at the Establishment Committee on the 17th September the Town Clerk and Director of Human Resources were asked to provide a report to allow the committee to review the appointment process for Chief Officers and for Senior Officers at the level below Chief Officer.
2. The Chief Officer Appointment Procedure was last reviewed in 2008 and a full copy of the procedure is included as Appendix 1. The terms of reference for Committees include 'to be responsible for the appointment of the Director'.
3. The most recent Chief Officer appointments have been Chamberlain, Head of City of London School, Head of City of London School for Girls, Head of City of London Freemans School and Director of Built Environment
4. All of these appointments have been Member led and details of the panels involved in these appointments are included as Appendix 2.
5. As can be seen from the Chief Officer Appointment Procedure there is quite a heavy commitment from the Members involved and the logistics of organising the diaries of up to seven Members is often very challenging and very difficult to co-ordinate.
6. In most cases we will have a reasonable amount of notice that a Chief Officer is proposing to leave and the planning of the timetable, advertising the role and organising the assessment and interview panels can be organised well in advance of their departure.

Background-Senior Officer Appointment

7. All appointments below Chief Officer are currently the responsibility of the relevant Chief Officer. The scheme of delegation to Chief Officers states at

Para. 19 (Chief Officer acting alone), ' To appoint casual and agency workers and temporary staff subject to appropriate use of these types of workers in line with legal and corporate requirements and procedures, and within local risk budgets. To appoint to existing and new posts on a permanent or fixed basis in line with the recruitment and selection policy and guidelines in the Employee Handbook and subject to any approval process in place at the time.'

8. It was agreed by the Establishment Committee that it is the appointment of posts below Chief Officer which should be reviewed, as Members were concerned that some roles are of particular significance to Members and they would want greater involvement in the appointment. The recent appointment of the Director of Economic Development and the Communications Director were highlighted as examples where perhaps Members could have been more involved in the appointment. The Committee agreed in principal, subject to reviewing this report, that in particular all posts which reported directly to the Town Clerk should be appointed via a Member-led panel.
9. It should be noted that the Member involvement in the above appointments was as follows:
 - Communications Director
 - i. The Chairman of Policy and Resources Committee; Mark Boleat was on the final interview panel
 - ii. Mark Boleat, David Wootton, Jeremy Mayhew and Deputy Catherine McGuinness were involved in the assessment centre
 - Director of Economic Development
 - i. Mark Boleat and Douglas Barrow were on the final interview panel.
10. The terms of reference for the Establishment Committee do not include the responsibility for any appointments. The involvement of Establishment Committee is included in the Chief Officer's Appointment Procedure. If the responsibility for any posts apart from Chief Officer were to be the responsibility of a Committee, it would require a change to the Standing Orders of some Committees, a change to the Scheme of Delegation to Officers and a new Appointments Procedure.
11. The new Appointments Procedure may or may not be the Chief Officer appointment process extended to certain posts. It may not be, as this procedure includes the Members of Establishment Committee making up panels of up to 7 Members. Service Committees may wish to have a different make up of panels.
12. Any formal change to Members being the "lead" for the appointment of Senior Officers would require each relevant committee to:

- Identify which senior roles Members would lead on for future appointments.
 - Agree a formal change to their Committee Terms of Reference.
 - Undertake a regular review of the Senior roles to ensure any changes to departmental structure have not impacted on the agreed Terms of Reference.
13. As part of this Committee's consideration of the involvement or lead of Members in appointments, the Committee might wish to consider the following factors
- There are currently 42 roles graded J and I across the organisation. At an average turnover of 10% we would predict 4 of these being vacated in any one year (Appendix 3).
 - The Chairman of the appointments panel has to commit to approximately 5 days, and Members of the appointment panel approximately 3 days.
 - Members would need to consider the scope of the application of the policy, would this for example affect the appointment of temporary staff to these positions?
 - Would Members want to name specific posts or to set the criteria, such as all posts which are paid more than £100K or all posts which report direct to the Director of the Department?
 - There would have to be manual intervention in the electronic recruitment system as it is designed for authorisations and reports to go to the line manager. This is something we do now for the Chief Officer recruitments.

Options

14. Members could consider two options if they wish there to be more formally recognised Member involvement in the appointment of officers below the Chief Officer
- **Option 1** would be to propose a new process or a change to the existing Chief Officer process, for the Appointment Procedure for some or all Senior Officer Roles.
 - As discussed at paragraph 12 this would require a formal change to each relevant committees' terms of reference and agreement at the outset which senior officer roles would be captured under a new formal process, this would then have to be agreed by the Court of Common Council. Even if Members decided to include all posts which report to the Chief Officer, each Committee would have to consider which roles this involves as many departments have at least one middle manager on their Senior Management Team.

- **Option 2** would be to propose a formalisation of the current approach where member involvement is considered at the outset of a recruitment and arrangements made accordingly.

Conclusion

15. Members are asked to consider the options available and recommend the approach they would like to pursue.

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