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| Meeting of: | Senior Management Appointment Committee |
| Date of Meeting: | Monday, 11 March 2019 |
| Relevant Scrutiny Committee: | No Relevant Scrutiny Committee |
| Report Title: | Recruitment and Selection Arrangements for the Head of Human Resources and Organisational Development |
| Purpose of Report: | To provide an update on the recruitment and selection arrangements for the post of Head of Human Resources and Organisational Development. |
| Report Owner: | R Thomas, Managing Director - Tel 01446 709202 |
| Responsible Officer: | R Thomas, Managing Director - Tel 01446 709202 |
| Elected Member and Officer Consultation: | <p>CLlr John Thomas, Leader of the Council</p> <p>A Unsworth, Operational Manager HR Business Partnership - Tel 01446 709359</p> |
| Policy Framework: | The report is for the information of the Senior Management Appointments Committee. Decisions relating to any amendment to the post, over and above that previously agreed will be referred to Council for a decision. |
| <p>Executive Summary:</p> <ul style="list-style-type: none"> At the previous Committee meeting, Members received verbal feedback from Managing Director on the preliminary assessment phase that took place for longlisted candidates. Members did not shortlist any of the longlisted candidates to be progressed to final interview at this Committee. The Managing Director agreed to provide an update at this meeting in relation to the recruitment and selection arrangements for the post of Head of Human Resources and Organisational Development. | |

Recommendations

1. To note the information presented and as outlined within the report.

Reasons for Recommendations

1. To ensure the appointment is progressed in accordance with the requirements of the Council's constitution.

1. Background

- 1.1 The Senior Management Appointment Committee met on 19th December 2018 and approved the arrangements to fill the new position of Head of Human Resources and Organisational Development within the MD and Resources Directorate.
- 1.2 Members will recall that this position was identified as an important appointment following approval of the proposals in the "Senior Management Issues - Performance and Development and Human Resources and Organisational Development Division" report that was taken to Cabinet (19th November 2018) and Council (12th December 2018). It was agreed that there was a need to recruit to the vacant Head of Human Resources and Organisational Development position that will be retained in the new structure.
- 1.3 At the most recent meeting (26th February 2019), Members were asked to shortlist candidates following receipt of verbal feedback on the outcome of the assessment process from the Managing Director.
- 1.4 At this meeting, the Managing Director advised that the recommendation was to not shortlist any of the longlisted candidates to be progressed to final interview.

2. Key Issues for Consideration

- 2.1 To summarise, in accordance with the prior approval of the Committee the post of Head of Human Resources and Organisational Development was advertised externally and within the Council with a closing date of the 22nd January 2019.
- 2.2 The recruitment campaign attracted eleven applications. As agreed with the Committee, longlisting was undertaken by the Managing Director and the Leader of the Council.
- 2.3 Five applications met the requirements of the agreed Person Specification to form the long-list. However, this long-list was reduced to four as a result of the withdrawal of one of the long listed candidates.
- 2.4 Accordingly, four applicants proceeded to a preliminary assessment process, which took place on Thursday 21st February 2019. This process included: psycho-

metric testing prior to the day, a technical interview, an in-tray exercise and a presentation to Corporate Management Team.

- 2.5** Members agreed not to shortlist any of the longlisted candidates to final interview based on the verbal feedback from the Managing Director.
- 2.6** Members will be aware that the intention initially was to recruit to a wider Head of Service post with responsibility for Human Resources and Organisational Development as well as Performance and Development. This was the subject to a report to Council on 18 July 2018, when it was resolved, in summary to approve, in principle changes to the senior management structure for Human Resources and Performance & Development within the Managing Director and Resources Directorate and that a re-designated post of Head of People and Performance be created, subject to consultation.
- 2.7** Following consultation and further consideration, the matter was reported to Cabinet on 19 November and to Council in December where it was resolved not to progress with the previous preferred arrangement but to revert to the principle of two separate Heads of Service.
- 2.8** It is in the context of this background that the way forward needs to be considered further. In this regard, the following options would seem to be relevant.
 1. Re-advertise the post as previously advertised. Whilst this is an option, it should be noted that the previous advert did attract 11 applicants. Previous experience of similar graded posts has also indicated that re-advertising has not been particularly successful in attracting more applicants. This option is not favoured.
 2. Consider the salary scale of the post. Whilst this is feasible, this Head of Service post needs to be considered in the context of the existing staffing structure and the salary grades of other Heads of Service. In this context, changing the salary scale is not considered appropriate. Whilst a market supplement could be considered, it is not considered that this is a suitable approach in this context, especially given that 11 applicants were attracted to the post as part of the recruitment phase.
 3. As a result, it is proposed to consider further the structure of the Resources Directorate, to establish whether an alternative senior management structure would be appropriate. Whilst it is appreciated that merging of the Performance and Development Division and the Human Resources Division has already been subject to consultation, the following facts are now relevant:
 - The Organisational Development team is currently under the interim Management of the Operational Manager - Performance and Policy.

- The current Head of Performance and Development has resigned his post with effect from May 2019, resulting in two Heads of Service vacancies.
- There is a need to ensure continued momentum on Reshaping Services in the context of budget pressures. £15 million needs to be saved from the Council's Revenue budget over the next 3 years and the Council will need to be increasingly transformational in its approach to working differently in order to protect services. Staff engagement is a vital part of that transformation as is engagement with the Trade Unions.

2.9 As a consequence there is a need to revisit the arrangements that have previously been considered and rejected and clearly any alternative proposals will need to again be reported to Cabinet and Council in advance of pursuing the option.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** Any appointment will be a permanent appointment and should provide the Council with a long-term resolution in relation to the Council's continued engagement programme.
- 3.2** The role will continue to look at how the Council's change management programme is delivered and support the reshaping services workstream.
- 3.3** This appointment is important for any future collaboration projects that occur within the Council and the right appointment is required to lead in the transformation of the Council's culture with Senior Management in order to meet objectives.

4. Resources and Legal Considerations

Financial

- 4.1** Appointment to the post of Head of Human Resources and Organisational Development would have been on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Head of Service salary range of between £70,180 and £77,978 (effective 1 4 2019).

Employment

- 4.2** There are no employment issues.

Legal (Including Equalities)

- 4.3** This recruitment process is compliant with Local Government, Employment and Equalities legislation.
- 4.4** Any recruitment process will be managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

5. Background Papers

Previous reports to Cabinet and Council