

Committee to Determine the Terms and Conditions of Employment of Chief and Deputy Chief Officers

11:00	Tuesday, 21 April 2015	Committee Room 1, County Hall, Chelmsford, Essex
-------	---------------------------	--------------------------------------------------------------

Please note: This Committee will commence at the time shown above, or on the rise of the Committee to consider applications to undertake certain duties by Members and foreign travel by Officers to be held that morning, whichever is the later.

Quorum: 2

Membership:

Councillor D Finch
Councillor R Hirst

Councillor M Mackrory
Councillor D Madden
Councillor J Young

Leader of the Council
Cabinet Member for Customer Services, Planning and the Environment
Leader of the Liberal Democrat Group
Cabinet Member for Adults and Children
Leader of the Labour Group

For information about the meeting please ask for:

Judith Dignum, Committee Services Manager

Telephone: 033301 34579

Email: judith.dignum@essex.gov.uk



Essex County Council

Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

Most meetings are held at County Hall, Chelmsford, CM1 1LX. A map and directions to County Hall can be found at the following address on the Council's website:
<http://www.essex.gov.uk/Your-Council/Local-Government-Essex/Pages/Visit-County-Hall.aspx>

There is ramped access to the building for wheelchair users and people with mobility disabilities.

The Council Chamber and Committee Rooms are accessible by lift and are located on the first and second floors of County Hall.

If you have a need for documents in the following formats, large print, Braille, on disk or in alternative languages and easy read please contact the Committee Officer before the meeting takes place. If you have specific access requirements such as access to induction loops, a signer, level access or information in Braille please inform the Committee Officer before the meeting takes place. For any further information contact the Committee Officer.

Induction loop facilities are available in most Meeting Rooms. Specialist head sets are available from Duke Street and E Block Receptions.

The agenda is also available on the Essex County Council website, www.essex.gov.uk. From the Home Page, click on 'Your Council', then on 'Meetings and Agendas'. Finally, select the relevant committee from the calendar of meetings.

Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

		Pages
1	Apologies for Absence	
2	Minutes To approve as a correct record the minutes of the Committee held on 26 November 2014.	5 - 6
3	Declarations of Interest To note any declarations of interest to be made by Members in accordance with the Members' Code of Conduct	
4	Recruitment of the Chief Executive and Appointment of Interim Head of Paid Service	7 - 32
5	Urgent Business To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

- 6 Executive Directors 'Supporting Success' Performance Outcomes for 2014/15**
(Exempt under paragraphs 1 and 2 of the Local Government Act 1972 - information relating to any individual or which is likely to reveal the identity of any individual)

Report to follow

- 7 Executive Directors' Pay Award for 2015**

- Information which is likely to reveal the identify of an individual;

- 8 Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

Minutes of a Meeting of the Committee to Determine the Terms and Conditions of Employment of Chief and Deputy Chief Officers held at County Hall, Chelmsford, at 12.15pm on 26 November 2014

Present:

Councillors

Kevin Bentley	Cabinet Member for Economic Growth, Infrastructure, Waste and Recycling
Keith Gibbs	UKIP Group
Roger Hirst	Cabinet Member for Libraries, Communities and Planning
Eddie Johnson	Cabinet Member for Highways Maintenance and Small Schemes Delivery
Mike Mackrory	Leader of the Liberal Democrat Group

The following officer was present in support:

Sonia Davidson-Grant Executive Director for Place Commissioning

1. Election of Chairman

Resolved:

That Councillor K Bentley be elected as Chairman for the meeting.

2. Minutes

That the minutes of the meeting held on 23 September 2014 be agreed as a correct record and signed by the Chairman.

3. Declarations of Interest

There were no declarations of interest.

4. Exclusion of the Press and Public

Resolved:

That, having reached the view that the public interest in maintaining the exemption (and discussing the matter in private) outweighed the public interest in disclosing the information, the public (including the press) be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as specified in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

5. Candidate Interviews: Executive Director for Place Operations

(Exempt under paragraphs 1 and 2 - information relating to any individual or which is likely to reveal the identity of any individual)

The Committee interviewed one candidate for the post of Executive Director for Place Operations.

Resolved:

That no appointment to the post of Executive Director for Place Operations be made on this occasion.

The meeting closed at 1:45pm.

Chairman:.....

Date:.....

Agenda item 3

Report to the Committee to Determine the Terms & Conditions of Employment of Chief and Deputy Chief Officers	CO/01/15
Date of Meeting: 21 st April 2015	County Divisions affected by the decision: None
Title of report: Recruitment of Chief Executive and Interim Appointment of Head of Paid Service	
Report by: Terry Osborne, Director of Corporate Law and Assurance	
Enquiries to terry.osborne@essex.gov.uk	

1. Purpose of report

- 1.1. The purpose of this report is to seek agreement from the committee to the process and timetable for recruitment of a new Chief Executive in light of the forthcoming departure of Joanna Killian, the current Chief Executive of Essex County Council.
- 1.2. The report also asks the committee to recommend to Full Council the appointment of an interim Head of Paid Service and a deputy Head of Paid Service from amongst the members of the Council's Corporate Management Board.

2. Recommendations

- 2.1. To express thanks to Joanna Killian, Chief Executive of ECC, for her dedication to and leadership of ECC over the past nine years and to wish her well in her future career.
- 2.2. To note the recruitment process and timeline for the role of Chief Executive for ECC as indicated in this report.
- 2.3. To note the draft role profile for the position (to follow) and to note that the final text for the role profile will be agreed by the Leader of the Council.

- 2.4. To appoint, from amongst the firms who have expressed an interest for this recruitment campaign, an executive recruitment consultancy to assist the Council in the recruitment of a new Chief Executive for ECC (further details to follow).
- 2.5. To agree that a member panel comprising the following elected members be established for the purpose of conducting the final member level interviews:
- Leader of the Council (Councillor David Finch)
 - Deputy Leader of the Council (Councillor Kevin Bentley)
 - Cabinet Member for Children and Families (Councillor Dick Madden)
 - Leader of the Labour Group (Councillor Julie Young)
 - Leader of the Lib Dem Group (Councillor Mike Mackrory)
- 2.6. To note that it is unlikely that the salary for the Chief Executive post will be any higher than the current Chief Executive's salary, which is reflected in the Councils Pay Policy Statement approved by the Council at its meeting in March 2015, but will be subject to advice from our consultants and subject to negotiation with the successful candidate dependent on skills and experience.
- 2.7. To note that the recruitment will be for a permanent or fixed term position, depending on the advice received from the Councils consultants.
- 2.8. To recommend to Full Council that the following members of CMB be appointed to act as interim Head of Paid Service for a period of three months each, on a rotational basis, until such time as the new Chief Executive assumes his or her position:
- Margaret Lee, Executive Director for Corporate and Customer Services
 - Dave Hill, Executive Director for People Commissioning
 - Keir Lynch, Executive Director for Strategy, Transformation and Commissioning Support
 - Sonia Davidson-Grant, Executive Director for Place Commissioning
- 2.9. To note that Margaret Lee's appointment will commence the day after Joanna Killian's departure and will run for slightly more than three months until the end of August.
- 2.10. To note that the person whose name next appears on the rota will act as the deputy Head of Paid Service, who will act in the absence of the Head of Paid Service or at any time during which he or she is unable to act for any reason including, for example, conflict of interests.
- 2.11. To agree to establish a separate member panel to deal with the appointment of an interim Executive Director for Place Operations (for a period of 6 to 18 months) comprising the following elected members:
- Cabinet Member for Economic Growth, Infrastructure, Waste and Recycling (Councillor Kevin Bentley)

- Cabinet Member for Libraries, Communities and Planning (Councillor Roger Hirst)
 - Cabinet Member for Education and Lifelong Learning (Councillor Ray Gooding)
 - Leader of the Labour Group (Councillor Julie Young)
 - Leader of the Lib Dem Group (Councillor Mike Mackrory)
- 2.12. To note that the Monitoring Officer will submit a report to Full Council in May seeking approval of a number of constitutional changes required as a result of the interim Head of Paid Service arrangements.

3. Background and proposal

- 3.1. The Council's Chief Executive has given notice of her resignation from ECC following her successful appointment to a partner role with consultancy firm, KPMG. The Council plans to recruit to the position of Chief Executive forthwith.
- 3.2. A number of executive recruitment companies have been invited to express an interest in assisting the Council in this recruitment campaign and interviews will be taking place the week before the date of this committee meeting. Feedback on the evaluation process and a recommendation on the preferred company will therefore be given at the meeting itself.
- 3.3. The recruitment companies all have a wealth of experience helping local authorities and other public bodies recruit to their senior executive positions. Their knowledge of the current market and strategies for selecting the best calibre candidates will be invaluable.
- 3.4. Once the recruitment company has been appointed an informal search campaign will start. Advertisements will be placed from 7th May in accordance with the Council's Employment Procedure Rules, as described in the Constitution. The deadline for applications will be set in line with advice from our appointed recruitment consultants and in consultation with the Leader of the Council.
- 3.5. A selection process, which will involve interviews and assessments, will be conducted from May to July with final member interviews of shortlisted candidates taking place at the end of July. The member panel will have the benefit of advice from the appointed consultants and from our HR team. The panel will comprise:
- Leader of the Council (Councillor David Finch)
 - Deputy Leader of the Council (Councillor Kevin Bentley)
 - Cabinet Member for Children and Families (Councillor Dick Madden)
 - Leader of the Labour Group (Councillor Julie Young)
 - Leader of the Lib Dem Group (Councillor Mike Mackrory)

- 3.6. Following the member panel, all Cabinet members will be asked whether they have any objection to the appointment. This is a statutory requirement.
- 3.7. A recommendation will then be made to Full Council on the appointment.
- 3.8. The salary for the current Chief Executive is £210K and it is unlikely that the salary for the incoming post holder will be any higher than this. This figure is reflected in the Councils Pay Policy Statement approved by the Council at its meeting in March 2015. The Council's pay and reward specialist within the HR team will collate information about the salaries of CEO's across other local authorities of a similar size and budget and in other comparable organisations. The consultants will also provide benchmarking information to the Council on salaries in the wider public and private sectors. Actual salary will be subject to negotiation and will be dependent on skills and experience.
- 3.9. The recruitment process could take up to 8 to 10 months, depending on whether the appointment is internal or external and the notice period given. The Council is required by law to appoint one of its officers to be the Council's Head of Paid Service and so, until such time as a permanent appointment to that role is made, it is proposed that the following members of CMB be appointed to act as interim Head of Paid Service for a period of three months each, on a rotational basis until such time as the new postholder assumes their position:
- Margaret Lee, Executive Director for Corporate and Customer Services
 - Dave Hill, Executive Director for People Commissioning
 - Keir Lynch, Executive Director for Strategy, Transformation and Commissioning Support
 - Sonia Davidson-Grant, Executive Director for Place Commissioning
- 3.10. The person whose name next appears on the rota will act as the deputy Head of Paid Service who will act in the absence of the Head of Paid Service or at any time during which they are unable to act due to conflicts of interest. Margaret Lee will be the Deputy Head of Paid Service when Sonia Davidson-Grant is the Head of Paid Service.
- 3.11. Margaret Lee's appointment will commence on the day after Joanna Killian's departure and will run for slightly longer than three months until the end of August.
- 3.12. There remains one vacant executive director role on the Corporate Management Board, namely the Executive Director for Place Operations. Recruitment to this permanent post will take place after the new Chief Executive has been appointed as he or she will need to be instrumental in this important appointment. The Panel will comprise:
- Cabinet member for Economic Growth, Infrastructure, Waste and Recycling (Councillor Kevin Bentley)
 - Cabinet Member for Libraries, Communities and Planning (Councillor Roger Hirst)

- Cabinet Member for Education and Lifelong Learning (Councillor Ray Gooding)
- Leader of the Labour Group (Councillor Julie Young)
- Leader of the Lib Dem Group (Councillor Mike Mackrory)

4. Policy context and Outcomes Framework

- 4.1. Essex County Council has ambitious plans for the County and this is reflected in the corporate strategy, *the Essex Vision 2013-17*, and the Corporate Outcomes Framework. The role of Chief Executive is pivotal in realising our ambitions and will work closely with members and other officers to achieve our overall objectives.

5. Financial Implications

- 5.1. Recruitment costs for the Chief Executive post, comprising the activities of expert advice, Executive search, advertisements, interviews and assessments, will be around 25 to 30% of the overall salary costs i.e. £50k to £60k. This is in line with industry standards.
- 5.2. These recruitment costs and those arising from the recruitment of the interim Executive Director for Place Operations will be met from existing budgets, as will salary and other associated costs.
- 5.3. There will be no allowance or honorarium paid to those people appointed to the interim position of Head of Paid Service nor for the deputy Head of Paid Service.

6. Legal Implications

- 6.1. The Council is not required by law to have a Chief Executive as such, although most do but, under the Local Government and Housing Act 1989, the Council is required to appoint one of its officers to be the 'Head of the Paid Service'. The Head of the Paid Service cannot, by law, be the Monitoring Officer or the Scrutiny Officer.
- 6.2. The Head of Paid Service is required by law to discharge the function of appointing and dismissing all council staff, although he or she can delegate this function to other officers, and has in the past done so through officer delegations. Appointments to Executive Director and Director positions are usually made by members.
- 6.3. The appointment of the Head of Paid Service has to be approved by Full Council.
- 6.4. The Council has conferred on the Chief Executive a number of roles, described in the Constitution. These are conferred specifically on the Chief

Executive, not the Head of Paid Service, so the Council will be asked to agree minor changes to the Constitution to make it clear that any references in the Constitution to the 'Chief Executive' will be construed as a reference to the Head of Paid Service if there is no Chief Executive in post. Changes to the Constitution will need to be approved by Full Council at its meeting on 12th May. A report making recommendations to the Council will be submitted by the Monitoring Officer.

- 6.5. The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs and must secure that one of its officers is responsible for those financial affairs. The interim arrangements for the post of Head of Paid Service will see the section 151 officer, Margaret Lee, also assuming the role of Head of Paid Service. Members will want to be assured that the significant duties of both statutory posts can be combined for the temporary period without any adverse impact on the potholder's ability to fulfil their various statutory roles.
- 6.6. CIPFA guidance indicates that the section 151 officer may also act as the Head of Paid Service.
- 6.7. The Council is also required to appoint a Director of Adult Social Services and a Director of Children's Services. One person can be appointed to both roles, as is the case here in Essex. When appointing the DCS the Council has to consider statutory guidance which states that it is important to consider the duties of the post. Whilst there is no legal restriction on appointing the DASS/DCS as the Head of the Paid Service, it would be unusual for the roles to be combined and held by the same person. In terms of capacity, members will be aware that there is already another senior officer who acts as the deputy for the DASS/DCS. There is also an Executive Director for People Operations and a Director of Adult Operations who work closely together with the DASS/DCS to ensure appropriate arrangements are in place for the safeguarding of service users. This arrangement is for a short, three month period.

7. Equality and Diversity implications

- 7.1 Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when ECC makes decisions it must have regard to the need to:
 - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

- 7.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.
- 7.3 An initial equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.
- 7.4 Advertisements will be placed in such a way as to ensure that as many potential candidates are aware of this recruitment campaign as possible. The recruitment will be conducted in accordance with the Council's usual policies and procedures for recruitment to executive positions and will be conducted in accordance with the Council's Recruitment Policy and Diversity and Equality in Employment Policy.

8. Appendices

- Equality Impact Assessment
- Draft Role Profile (to follow)

9. List of Background Papers

Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries

- Essex County Council Pay Policy Statement Approved by Council March 2015

Equality Impact Assessment

Context

1. under s.149 of the Equality Act 2010, when making decisions, Essex County Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - gender and sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. The EqIA will be published at:
<http://cmis.essexcc.gov.uk/essexcmis5/BusinessManager.aspx>
8. All **Cabinet Member Actions, Chief Officer Actions, Key Decisions** and **Cabinet Reports must be** accompanied by an EqIA.
9. For further information, refer to the EqIA guidance for staff.
10. For advice, contact:
Shammi Jalota shammi.jalota@essex.gov.uk
Head of Equality and Diversity
Corporate Law & Assurance
Tel 0330 134592 or 07740 901114



Section 1: Identifying details

Your function, service area and team: STC, Human Resources, HR Strategy

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Recruitment process and timetable for the position of Chief Executive in light of the forthcoming departure of the current Chief Executive Joanna Killian

Officer completing the EqlA: Sarah Isaacs Tel: 03330136771 Email: sarah.isaacs@essex.gov.uk

Date of completing the assessment: 10 April 2015

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>There has been a decision to recruit to the post of Chief Executive following the forthcoming departure of Joanna Killian. As required by the Council's Employment Procedure Rules set out within the Constitution, any advertisement will be placed across a number of executive board channels to be accessible to and attract the best candidates. An Executive Search company has been appointed to assist the Council with this appointment process.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>To comply with the Constitution</p> <p>To be accessible to and attract the best candidates</p> <p>That the recruitment process is based on good practice and in line with legislation</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Recruitment to the post of Chief Executive</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>No</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>



2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Constitution, Pay Policy Statement, Recruitment Policy and Equality and Diversity in Employment Policy will be followed (but not affected) by the decision to recruit to the post of Chief Executive.</p>
-----	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? N/A
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: The usual Executive Recruitment process will be followed. Selection will always be carried out without discrimination – this includes making reasonable adjustments if needed to enable candidates to participate in the process without disadvantage.

¹ Data sources within EEC. Refer to Essex Insight <http://www.essexinsight.org.uk/mainmenu.aspx?cookieCheck=true> with links to JSNA and 2011 Census.



Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Disability	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Gender	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Gender reassignment	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Marriage/civil partnership	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Pregnancy/maternity	Neutral - the Executive Search company will follow the Councils principles for recruitment.	L
Race	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Religion/belief	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Sexual orientation	Neutral - the Executive Search company will follow the Councils principles in the Recruitment Policy.	L
Cross-cutting themes		

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Socio-economic	N/A	
Environmental, eg housing, transport links/rural isolation	N/A	

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Maxine Taylor

Date: 10/04/15

Signature of person completing the EqlA: Sarah Issacs

Date: 10/04/15

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



Job Profile

Job Title:

Chief Executive

Date Completed:

21 April 2015.

Job Reference Number:**Job Band:**

Chief Executive grade

Functional Area:

- To act as Head of Paid Service with authority over all other employees (except where employees are exercising responsibilities imposed upon them by statute)
- To directly manage members of the Corporate Management Board

Accountable to:

Leader of the Council

Job Dimensions:

Overall responsibility for:

- Council Revenue Budget - £2.27 billion
- Capital Budget - £200 million
- FTE – 6,100

The Role:

Performing the most key role in Essex County Council, one of the largest local authorities in the UK and an organisation at the forefront of change in local government, the Chief Executive will work closely with the Leader of the Council and Cabinet Members to ensure that ECC can efficiently and effectively meet its key objectives.

Leadership of the Corporate Management Board will be central to the role, including goal setting and performance monitoring, in order to ensure that ECC remains on track to achieve long term goals.

The Chief Executive will be an innovator and a driving force in the transformation of the public sector, at the forefront of change in local government, bringing together partner organisations and their resources to develop a transformed service provision.

The postholder must therefore possess significant business acumen, be a highly credible leader of people and an extremely effective communicator.

Job Purpose Summary:

- 1) To be responsible and accountable for the delivery of the clear and ambitious agenda set by Members of the Council, within the resources available, to ensure that ECC meets the aspirations of Members and those of the communities that they serve.
- 2) To ensure that ECC remains at the forefront of change in the public sector, including devolution of power from central government, promotion of affordable government and by taking a strong and active role in leading and developing the public and private sector partnerships required to deliver the best shared outcomes for the people in Essex.
- 3) To lead the strategic management of the Council through the Corporate Management Board, developing and coaching each Executive Director in order that they can contribute fully in delivering the Council's agreed outcomes as part of a highly effective team.
- 4) To act as an ambassador for the Council, being the public face of Essex County Council, influencing Government, Policy makers, Regulatory Agencies, partners and stakeholders and promoting the activities of ECC with the local and national media and general public.
- 5) Provide clear and visible leadership to create and foster a working environment for all Council employees that promotes commitment and provides scope for personal development, to enable the Council to recruit, retain and motivate high quality and high performing employees at all levels of the organisation.

Key Responsibilities and Accountabilities:

Core CMB Accountabilities

- 1) Contribute strategically at an organisation wide level through being a member of Corporate Management Board.
- 2) Develop organisational capability through mentoring and developing individuals and supporting cross organisational talent development.
- 3) Be an ambassador for ECC and role model the leadership behaviours and values to employees, members, partnerships and stakeholders.
- 4) Be responsible for the core accountabilities of:
 - a. Strategic leadership and people management.
 - b. Financial management.
 - c. Change, planning and risk management.

Role Specific Accountabilities

- 1) To ensure that Members of the Council receive the highest quality of advice on policy and strategy to enable them to develop commitments and deliver outcomes to the people of Essex.
- 2) To provide the primary interface between Members and senior management of ECC and be accountable for the development and delivery of strategies, plans and policies designed to achieve agreed outcomes and service standards, in line with agreed Commissioning strategies and statutory obligations.
- 3) To ensure that the Council delivers the identified outcomes within an agreed and secure resource envelope, underpinned by a strong financial and risk management culture, and that a strong commissioning and commercial ethos underpins all activity, with plans in place to maximise income for the organisation.
- 4) To drive and develop the wider networks and partnerships that the Council needs across Whitehall, and with regulators, funders and think tanks to maximise the influence of ECC.
- 5) To ensure that the Council's ambitions for economic growth and prosperity are fulfilled.
- 6) Through representation, influence and negotiation interact with and drive the development of partners at all levels within the public, private, community and voluntary sectors to ensure that strong, collaborative partnership working delivers the best agreed outcomes for people and businesses in Essex.
- 7) To develop a deep customer service culture across the Council, and in partner organisations.
- 8) To ensure that the Council uses the most innovative, creative practices to deliver solutions to public service challenges.
- 9) To develop and drive strategies to promote resilient, independent communities, underpinned by active volunteering and engagement, robust prevention and early intervention programmes.
- 10) To ensure services for vulnerable children and adults are good, meeting the requirements of regulators, and underpinned by the most innovative prevention and early intervention practice.
- 11) To develop the County Council's communication strategy, ensuring that impacts are effectively communicated, the public are consulted on major policy issues and that the reputation of the organisation remains strong.
- 12) To provide credible, authentic, visible leadership to all employees of the Council, and in partner organisations, embedding the culture required to achieve a highly engaged, skilled and committed workforce.
- 13) To offer the resilient, inspirational leadership required to deliver transformation in the Council as well as in pursuit of Integration, Growth, Devolution and Public sector Reform across Essex.

- 14) Behave in line with expected standards including ECC values, confidentiality, information management, corporate governance, health and safety, safeguarding responsibilities and respect for others.

Knowledge, Skills and Experience (maximum 10):

- 1) Significant and consistent record of achievement in a leadership role within a local authority or multi-functional organisation of comparable scope and complexity.
- 2) Track record of establishing a strong performance culture, including the establishment of effective performance measures, the evaluation of service quality and improving service delivery in a way that meets the needs and expectations of customers.
- 3) Track record of achieving improved outcomes or transformational change through public or private sector partnerships.
- 4) Track record of success delivering change and securing the commitment of others in the process.
- 5) Track record of successful development of strategies to deliver corporate objectives in a local authority or other large multi-functional organisation.
- 6) Track record of building effective relationships with external bodies, stakeholders and partner organisations at local, regional and national levels.
- 7) Significant involvement in the setting, management and control of large complex budgets, including the delivery of major financial savings.
- 8) Track record of effectively promoting and enhancing the reputation of an organisation with external bodies and the media.
- 9) Substantial experience of successfully managing and developing diverse groups of senior professional employees.
- 10) Track record of personal leadership in the achievement of equal opportunity in both employment and service delivery

Competencies and Behaviours:

The postholder must behave in accordance with ECC's Values and Behaviours.

Leadership Behaviour Matrix.

CLEAR

- By inspiring a common sense of purpose and direction across ECC and by being definitive about the contribution that you and your team need to make to support ECC in the successful delivery of outcomes for the Essex community.

DECISIVE

- In applying commercial judgement to make decisions that will deliver cost efficient and effective results for ECC and outcomes for the broader Essex community.

ACCOUNTABLE

- By visibly displaying your commitment to cross organisational success and in accepting full responsibility for the contributions of you and your team to this success.

INNOVATE

- By giving freedom to others to improve the performance of ECC by challenging the status quo and providing enough scope for individuals to experiment with new or innovative solutions.

TRUST

- By building a strong and capable team, confidently setting the direction, clearly articulating the measures of success and then trusting your team to deliver.

RECOGNISE

- By genuinely valuing the contribution of others and using formal and informal methods to encourage their unique contributions and recognise their achievements.

INFLUENCE

- By respectfully taking into account the views of others in effectively representing the position of ECC in the establishment of commercial partnerships that deliver the best outcomes for the wider Essex community.

ASTUTE

- By demonstrating an ability to understand and respond to the complex, evolving political, economic and social environment within which ECC operates.

DELIVER

- By setting clear goals that cascade from the key ECC outcomes, by consistently meeting quality standards and deadlines and by looking for ways to succeed no matter what the challenge.

DRIVE

- In displaying genuine passion and enthusiasm for the achievement of ECC priority outcomes and proactively seeking ways to address issues that that may hinder the achievement of these outcomes.

SELF-AWARENESS

- In being aware of how your behaviour, personality and operating style impacts on others and using this awareness to find the best way to work with and lead others.

IMPACT

- By leveraging your natural leadership style to inspire others to work with you and to promote a culture at ECC that encourages achievement and regularly celebrates growth and success.

Work Style:

☐ **Office based.**

An office based employee will spend most of their working time at a desk. They will rarely attend meetings and are unlikely to be away from the office. They may, however, work flexibly on an infrequent/ad-hoc basis.

X ☒ **Flexible office based.**

A flexible office based employee will have a main base but will either attend regular meetings, and/or work flexibly on a more frequent basis.

☐ **Mobile.**

A mobile employee has a nominated ECC base but spends at least 50% of their time working flexibly.

☐ **Home based.**

A home based worker has no nominated ECC base and spends at least 80% of their time working at home.

Safeguarding:

Essex County Council is committed to safeguarding and promoting the welfare of children and vulnerable adults, and expects all employees and volunteers to share this commitment.

Role Requirement: This role does not require a DBS (CRB) check.

JP Owners	Signed	Date

Pre-employment Checks:

Role Requirement:

Not working with children or vulnerable adults, in a specified place or a specified post.

Pre-Employment Check	Definition
Self Declaration <i>(Unspent convictions only)</i>	A declaration of unspent convictions must be completed by all employees who do not work directly with vulnerable adults or children.
References	A minimum of two employer references will be required - one of which must be the last employer. <i>Any gaps of 4 weeks or more will be explored by the manager at interview stage. Where requested by the manager additional character references will be taken up.</i>
Medical	All new recruits are required to complete a medical health declaration.
ID/ Eligibility to work in the UK	Proof is required in line with UK Visa and Immigration requirements and original documentation will be sought i.e. passport or full birth certificate.
Regulatory qualifications and professional registration (subject to role)	Original qualification certificates and proof of registration with a professional body is required (if applicable).
Protocol Check <i>(SCF - Children's Social Care Team only, now known as Family Operations)</i>	A check against the individuals name on the Social Care electronic database will be administered.

Safer Recruitment Consultant	Signed	Date

