

Workforce Panel

Dear Member,

You are invited to attend the meeting of the Workforce Panel to be held as follows for the transaction of the business indicated.

If any member of the public wishes to raise a question or comment on any of the items listed, which will be presented at the meeting on your behalf, you can do so in writing, by sending an email to decisionmakingandscrutiny@salford.gov.uk

Please do this by 4.30pm on the day before the meeting is due to take place.

Further information on the coronavirus and what it means for Salford can be found on the council website - <https://www.salford.gov.uk/coronavirus>

Sian Roxborough
Proper Officer

DATE: Tuesday, 11 August 2020

TIME: 1:45pm

VENUE: Microsoft Teams Meeting

AGENDA

LINK TO LIVE AUDIO STREAM

https://teams.microsoft.com/join/19%3ameeting_MDVjZDE3MGEtYjMyMS00ZDdlLThiYWQtMmEyZjY2OWIxMDAw%40thread.v2/0?context=%7b%22Tid%22%3a%2268c00060-d80e-40a5-b83f-3b8a5bc570b5%22%2c%22Oid%22%3a%2211b92587-2ccd-43bf-a58e-1c84a3b4ee72%22%2c%22IsBroadcastMeeting%22%3a%22true%22%7d

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Minutes of the Meeting Held on 28 July 2020** (Pages 1 - 2)
- 4 **Leadership Post - Chief Executive** (Pages 3 - 8)
- 5 **Any Other Business**

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WORKFORCE PANEL MEETING HELD ON 28 JULY 2020 VIA MS TEAMS

Meeting started at 13:45

Meeting ended at 14:16

Present

City Mayor Paul Dennett, Councillors Bentham, Hinds (in the chair) and Lancaster.

Officers

Sam Betts (Assistant Director HR & OD), Andrew Cartwright (Head of Service – Strategic Delivery), Carol Eddleston (Senior Democratic Services Advisor), Steve Hulme (Strategic HR Manager), Peter Openshaw (Assistant Director Environment & Community Safety) and Jim Taylor (Chief Executive).

1. Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Kelly, Merry and Reynolds as a meeting of the Health and Wellbeing Board was taking place at the same time.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of Proceedings

The minutes of the meeting held on 25 February 2020 were approved as a correct record.

4. Exclusion of the Public

Resolved: That, under section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as specified in the paragraphs of Part 1 of Schedule 12A to the Act.

5. Application of the Market Enhancement Policy Arrangements

The Assistant Director Environment and Community Safety and the Head of Service – Strategic Delivery presented a report which sought to apply arrangements provided for in the Market Enhancement Policy in relation to a role in the Place Directorate.

A number of attempts to recruit suitably qualified and experienced personnel to this role had been unsuccessful and this was having a significant negative impact on service delivery, with projects being held in abeyance due to a lack of sufficient resources.

A comprehensive salary benchmarking exercise had been conducted and identified that Salford City Council pay rates for the role concerned were lower than in other comparable local authorities and in the private sector both within Greater Manchester and nationally. The evidence derived from the benchmarking exercise, combined with the longstanding difficulties in recruiting to the role, would support the payment of a market rate enhancement in order to attract a suitable caliber of candidate.

It was recognised that other local authorities were also having difficulty recruiting to similar roles so it was unlikely that there would be opportunities to second from another authority. Ironically though, the pool of talent available from the private sector might have widened as a direct consequence of the severe economic impact of Covid-19.

RESOLVED: That the Market Enhancement Policy arrangements be applied to the role concerned.

Part 1: Open to the Public

REPORT OF:

Assistant Director, Human Resources & Organisational Development

TO
Workforce Panel

ON
11th August 2020

TITLE: Leadership Post – Chief Executive

RECOMMENDATIONS:

1. That the Workforce Panel agrees the membership of the appointment panel for the post of Chief Executive.
 2. That the appointment panel be delegated to agree the final details of the recruitment and selection arrangements as follows:
 - (i) Agree the role profile and job requirements.
 - (ii) Agree an external recruitment approach.
 - (iii) Agree the detail of the selection process.
 - (iv) Agree the use of external search and support for the process.
 - (v) Select a suitable candidate and make a recommendation to approve their appointment to full Council.
 3. That the Workforce Panel notes that Council will be given the opportunity to approve the salary package at its meeting in September.
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EXECUTIVE SUMMARY:

This report sets out the proposed approach and process for the recruitment, selection and appointment to the post of Chief Executive, a post which is also the statutory Head of the Paid Service, following the planned retirement of the current post holder in January 2021.

BACKGROUND DOCUMENTS:

KEY DECISION: YES / NO

DETAILS:

1. Introduction and details of the post

This report sets out the proposed approach and process for the recruitment, selection and appointment to the post of Chief Executive following the planned retirement of the current post holder in January 2021.

This post was established in January 2014 following an independent operational governance review and incorporates the statutory role of the Head of Paid Service. The job title was subsequently changed to Chief Executive in April 2017.

The Head of Paid Service is a statutory appointment under the provisions of Section 4 of the Local Government and Housing Act 1989.

The salary scale for this post is in line with the existing agreed senior pay structure, which remains the salary range approved by the full Council in January 2014 (as uplifted by nationally determined inflationary increases), that is £153,574 - £159,716 per annum.

In line with the Council Constitution, the Council makes determinations in relation to the remuneration of posts whose remuneration is, or would become, £100,000 per annum or above. As the salary range exceeds £100,000 Council must therefore be offered the opportunity to consider the salary before the salary package is offered in respect of a new appointment. Therefore, a separate report on this matter will go to Council in September 2020.

The appointment will be in accordance with the JNC for Chief Executives of Local Authorities terms and conditions.

2. Recruitment Arrangements

The Council Constitution states that where the Council proposes to make an external appointment for the Head of Paid Service the Council, or its Workforce Panel will establish a Committee or Sub-Committee to act as the appointment panel.

In respect of this post, it is suggested that the Panel be convened from the membership of the Workforce Panel as follows:-

- City Mayor
- Statutory Deputy City Mayor

- Deputy City Mayor
- Lead Member for Finance and Support Services
- Executive Support Member for Workforce & Industrial Relations
- Leader of the Opposition or nominated representative

Any advisors to the panel will be agreed as appropriate.

The Appointment Panel will have delegated responsibility to agree the final details of the recruitment and selection arrangements as follows:

- Agree the role profile and job requirements.
- Agree an external recruitment approach.
- Agree the detail of the selection process.
- Agree the use of external search and support for the process.
- Select a suitable candidate and make a recommendation to approve their appointment to full Council.

It is proposed that this post is advertised on an external basis in the Municipal Journal (MJ) and the greater.jobs website with external recruitment support for the executive search process. In order to avoid delay in completing the appointment process by 1st February 2021, the post will be advertised externally during the first week in September.

Clearly for a post of this nature, it is essential that the Panel are supported through the process with technical advice from those who understand the issues facing the City, the Council and the wider public sector. Therefore, the process will include the involvement of key partners in the City and a wider group of elected members and senior officers as appropriate.

3. Vision, values and leading Salford

The City Mayor has set out his vision for a 'better and fairer Salford for all' and whatever their role our people are all here to make that vision a reality. This vision gives our people direction and a shared sense of purpose.

The City Mayor has set out his priorities for achieving a better and fairer Salford 'the Great 8' which are:

- **Tackling poverty and inequality** – Working with our partners, we will take action to make things better for the many households struggling to make ends meet. We must also prevent people from falling into poverty in the first place, building on what we know is already working, as well as developing new ways of doing things.
- **Education and skills** – We will take action to develop skills and a strong education offer in Salford. This is because we want local jobs that are productive and that offer real career progression and opportunities to develop skills and talents.
- **Health and social care** – Working with our partners we will take action to improve health and wellbeing in Salford.

- **Development** – Development is investment that provides jobs with decent wages. We will use our power and influence to target employers who are committed to giving something back to Salford – that is, those who offer local jobs, look after their employees and pay them well.
- **Housing** – We will take action to tackle increasing rents and a lack of affordable housing.
- **Transport** – We will take action to connect affordable transport with jobs and skills.
- **A transparent effective organisation** – We will take action to create a more transparent, effective and efficient organisation.
- **Social impact** – Using social value to make the most difference in Salford. Making sure council money gets the most 'bang for its buck' for Salford residents.

To achieve this vision, we have a strong set of values - pride, passion, people and personal responsibility which capture the spirit and ambition of the city and inform the way we operate. The values influence our choices, behaviours and how we make decisions and deliver services. Living the values day in and day out creates a supportive environment which allows all our people to thrive and contribute to achieving our vision. The Spirit of Salford represents our culture, our social conscience and pride – our organisation is about people and the communities that we serve. We are renowned for our resilience and coping positively with change, we make the most of opportunities.

The #LeadingSalford leadership framework has been developed with clear expectations of leaders and managers in Salford. This framework is intended to address the issue of clarity of expectations in terms of how leaders and managers operate and their behaviours. It is underpinned by a consistent approach to leadership development and has been designed to enable everybody to understand what it means to be a leader in Salford.

Effective leaders and managers are critical to the delivery of excellent services, partnership working, our commitment to engagement and co-production and innovation in local government. Therefore, investment in our leaders and developing their skills is essential.

The framework is based on values-based leadership and describes the behaviour required for leadership of self, others, outcomes and the way forward. There are four main components to the framework - leadership behaviours, management skills, development activities and our values. The values-based leadership element is at the heart of the framework to ensure that all our leadership expectations are grounded in modelling and embedding the values in the way managers and their teams work. Effective leaders are values driven and trustworthy, their behaviour is consistent and ethical, and they follow through and deliver on commitments.

The #LeadingSalford leadership framework and expected behaviours are now the cornerstone by which all leadership roles are designed and how we recruit and select our leaders.

KEY COUNCIL POLICIES: Salford City Council Constitution

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

The recruitment, selection and appointment process will be undertaken in a lawful, fair, transparent and consistent manner in line with our recruitment and selection and equal opportunities policies, commitments and frameworks. Applications are welcome from all sections of the community irrespective of race, gender, gender reassignment, age, disability, sexuality, religion or belief.

ASSESSMENT OF RISK: N/A

LEGAL IMPLICATIONS Supplied by: Gareth James, Head of People, Place and Regulation, Shared Legal Service.

The recruitment, selection and appointment process set out in this report is in accordance with the Officer Employment Procedure Rules in the Council Constitution as regards the appointment of the Head of Paid Service. The Constitution is underpinned by legislation and statutory guidance under section 40 of the Localism Act 2011, which is designed to ensure openness and accountability in local pay.

Where the Council proposes to appoint the Head of Paid Service and it is not proposed that the appointment should be made exclusively from among existing officers, the Workforce Panel will establish a committee or sub-committee to act as the appointment panel. The full Council should be given the opportunity to approve salary packages at or above £100,000. Once a suitable candidate has been selected, the full Council will be asked to approve the appointment.

FINANCIAL IMPLICATIONS Supplied by: Chris Hesketh, Head of Financial Management

The costs of this statutory position will be met from within the existing budget. Therefore, there are no financial consequences arising from the report.

PROCUREMENT IMPLICATIONS Supplied by: N/A

HR IMPLICATIONS Supplied by:

Are contained within the body of the report.

CLIMATE CHANGE IMPLICATIONS Supplied by:

N/A

OTHER DIRECTORATES CONSULTED:

N/A

CONTACT OFFICER: Samantha Betts, Assistant Director HR & OD

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WARDS TO WHICH REPORT RELATES: