

Report Title:	Appointment of Interim Chief Executive and Head of Paid Service
Contains Confidential or Exempt Information	No Part I
Cabinet Member:	Cllr Andrew Johnson, Leader of the Council and Cabinet Member for Growth & Opportunity
Meeting and Date:	Full Council 27 September 2022
Responsible Officer(s):	Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	All

REPORT SUMMARY

This report requests approval to appoint Tony Reeves as the Council's Interim Chief Executive and Head of Paid Service.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and approves the recommendation from Appointment Committee that:

- i)* Tony Reeves be appointed to the position of Interim Chief Executive and Head of Paid Service
- ii)* The appointment to commence from 3 October 2022 for three days per week
- iii)* The appointment be at a day rate of £1,392 per day including fees

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
To support the recommendation of the Appointment Committee to appoint Tony Reeves as the Interim Chief Executive and Head of Paid Service. This is the recommended option	Approves the recommendation of Appointment Committee.

<p>Do not support the recommendation of the Appointment Committee to appoint Tony Reeves as the Interim Chief Executive and Head of Paid Service.</p>	<p>This would delay the appointment of an Interim Chief Executive. The council would need to appoint one of its existing Chief Executives as Interim Chief Executive which would impact upon leadership capacity.</p>
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- 2.1 Due to the resignation of the Chief Executive, Duncan Sharkey (DS) in July 2022, there is a requirement for the Council to appoint a Chief Executive (Head of Paid Service). Appointment Committee agreed at its meeting on 12 August 2022 that a CE be recruited on a like for like basis.
- 2.2 As it is not possible to secure a permanent CE prior to Duncan's leaving date in October 2022, Appointment Committee have agreed an interim CE be engaged.
- 2.3 Appointment Committee agreed the process for the interim and permanent recruitment. Consequently, following a bidding process Penna were appointed to procure candidates for the interim assignment, based on a 3-day week requirement, as well as delivering the search and selection process for the permanent post. This was the most economic and practically advantageous submission received.
- 2.4 Of the candidates put forward for the interim position, four were deemed suitable following an introductory call with Cllr Johnson. The current CE had a conversation with each candidate for the purposes of background briefing however these calls were not part of the decision-making process. The candidates subsequently attended virtual meetings with members of Appointment Committee on 22 September 2022, the format of which was a formal discussion rather than a competency-based interview as is normal for executive interim assignments.
- 2.5 Immediately following these discussions, the Appointment Committee decided that Tony Reeves is the most appropriate candidate to support for the appointment and therefore now make this recommendation to Council for approval. The appointment will be on a day rate of £1,392 including fees which is commensurate with market rates and will ensure continuity between DS leaving and the permanent CE starting. The interim CE will hold the Head of Paid Service responsibilities.
- 2.6 Part 8B paragraph 3b of the Council's constitution confirms that 'The full Council may only make or approve the appointment of the Head of Paid Service where no substantial and justified objection has been made to the appointment by any Member of the Cabinet'. Cabinet have been informed of the recommendation from Appointment Committee to appoint Tony Reeves and no such objections have been received.

3. KEY IMPLICATIONS

- 3.1 Ensuring that there is little or no time gap between the current CE and interim CE starting was the optimal outcome. The start date is confirmed as 3 October 2022.
- 3.3 Table 3 demonstrates the key implications for the commencement dates of the interim CE

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Interim CE selection completed successfully with start date agreed.		1 October 2022			1 October 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 For the interim CE, a day rate of £1,392 is applicable which includes fees. The contract will be for three days per week. Based on an initial 12 weeks from October 2022 to the Christmas and New Year break and a further 'up to 12 weeks' after the break if required - this will cost £50,112 for each 12-week period. The current CE's salary of £155,200 per annum won't be paid for up to 6 months. Six month's salary equates to £101,000 (£77,600 plus on-costs at 30%) and anything not spent on a permanent salary will be used to cover the interim costs.

Table 4: Financial impact of report's recommendations

REVENUE COSTS	2022/23	2023/24	2024/25
Additional total	£100,224	£0	£0
Reduction	(£101,000)	£0	£0
Net Impact	(£776)	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 Under the Council's [Constitution](#), Part 6, B4, the Appointment Committee have the purpose 'To determine arrangements for the appointment and conditions of service of the Chief Executive (who is appointed, on recommendation, by Council) and the Directors in accordance with Part 8B'.

5.2 RISK MANAGEMENT

- 6.1 Table 5 details impact of risk and any control mitigations to reduce risk.

Table 6: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Not having the statutory responsibilities of Head of Paid Service covered	High	Undertake interim and permanent recruitment.	Low
Long timeframe between CE leaving and interim CE starting	High	Candidates provided were all able to commence in October 2022	Low
Capacity amongst executive directors to cover for interim CE on the days they are not contracted to work	Medium	The interim CE will have a very specific remit – Appendix B	Low

7. POTENTIAL IMPACTS

- 7.1 Equalities. An Equality Impact Assessment is available as an Appendix to the original Appointment Committee report of 12 August 2022.
- 7.2 Climate change/sustainability. There are no impacts in this report.
- 7.3 Data Protection/GDPR. There are no impacts in this report.

8. CONSULTATION

- 8.1 Elected members approved a report on 12 August 2022 for the process of sourcing an interim CE.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The full implementation stages are set out in table 2.

10. APPENDICES

- 10.1 This report is supported by two appendices:

Appendix A – Chief Executive job accountabilities

Appendix B – Agency brief details for interim Chief Executive

11. BACKGROUND DOCUMENTS

11.1 This report is supported by no background documents:

12. CONSULTATION –

12.1 All mandatory consultees were consulted on the August and September Appointment Committee reports of which this is substantially a copy, there is no requirement to send it to mandatory consultees again.

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputies)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer		
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer		
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive/DASS		

Confirmation relevant Cabinet Member(s) consulted	Andrew Johnson - Leader of the Council and Cabinet Member for Growth & Opportunity	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Appointment Committee decision	No	Yes, due to the recruitment timetable.

<u>Report Author: Nikki Craig, Head of HR, Corporate Projects and IT</u>
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Appendix A – Chief Executive job accountabilities

Job Accountabilities

Job Title: Chief Executive (Head of Paid Service)	Job number: OP0203
Directorate:	Service:

JOB PURPOSE

Develop the vision and plans to secure a high performing and well managed council.

Work towards the provision of excellent services by personal example, inspirational leadership and empowerment in partnerships.

Lead and manage the council's staff to ensure a corporate and co-ordinated approach is adopted for the provision of services.

Challenge the status quo and current assumptions to break down barriers for future service provision.

Represent the council professionally as its ambassador, negotiator and advocate.

Be Head of the Paid Service.

SCOPE OF JOB

Budgets: Budget responsibility circa £288m

Management/supervision: Direct line management of 5 FTE and indirect management of up to 530 FTE

Other resources: Operate in a complex multi agency environment with skill and sensitivity, maximising effective partnership working to secure delivery of service and council objectives.

Contacts: Internal and external contacts including Elected Members, all council employees, local, regional and national partners including government departments and stakeholders, residents and service users, and professional associations.

Strategy/policies/procedures: Responsibility for developing, reviewing, maintaining and delivering against all related policies, procedures and guidance for the council, as designated by the Royal Borough, ensuring staff are aware of, and adhere to them.

Decision-making: This is a post with statutory responsibilities. Failure to deliver the service properly could result in residents and service users suffering from deprivation

and in the worst scenario, death. The post holder will be expected to make and take decisions routinely which will have significant impact and implications without relying upon reference to Elected Members

Mental demands: Required to manage a wide range of tasks under what will, at times, be stressful, complex and challenging circumstances.

Physical demands: High level of work related pressure in terms of deadlines, conflicting priorities, problem solving and team management roles.

Emotional demands: Required to deal with difficult and challenging issues relating to employees, residents and service users, which may, at times, present significant emotional pressures.

Location/working environment: This post is based in Town Hall, Maidenhead. The expectation is that the post holder will work in a range of locations throughout the borough adhering to 'Smarter' working practices.

Compliance:

The post will:

- Take direct responsibility for maintaining the standards of the Royal Borough of Windsor and Maidenhead. Standards are assessed via outcomes achieved by residents and service users, and via external inspections. Failure to deliver a high standard of service could result in reputational damage to the council.
- Safeguard and promote the welfare of all children/young people and vulnerable adults, including missing children/young people in line with the relevant Children Acts 1989 and 2004, Children and Families Act 2014, Working Together to Safeguard Children 2015 and the LSCB Child Sexual Exploitation strategy.
- Manage and monitor Health and Safety within the council including compliance with Health and Safety regulations and responding to new Health and Safety guidance as and when required.
- To demonstrate our values; displaying a commitment to them in all aspects of work.
- Ensure personal compliance with the council's data security policies and procedures.
- Maintain awareness of the council's whistleblowing policy and procedures.
- Through personal example and action ensure that staff and team operates within the council's comprehensive equality policy.

JOB ACCOUNTABILITIES

Corporate management

Deliver the council's vision, objectives and annual priorities in line with the constitution, financial regulations, contract rules, and all approved council policies, procedures and guidance.

As the leader of the council management team:

- Lead the council in a manner that builds ownership and commitment, connects strategies to action, provides clear accountability, manages performance and delivers results.
- Provide leadership and management of the council, in collaboration with relevant parties, to ensure the council's vision and annual priorities are realised.
- Actively pursue the engagement of residents and service users in service design, delivery, monitoring and evaluation.

- Use evidence based practice to transform services securing significant and sustained improvements for residents.
- Lead on joint arrangements with external agencies on strategic planning of joint initiatives.

Budget management

Manage financial, human and technology resources to secure cost effective and efficient service delivery. Ensuring a commercial focus and best value with high levels of output and outcomes.

Performance management

Hold responsibility and accountability for the functional aspects of the council, using the corporate performance framework. Role modelling collaborative working practices, a strong customer focus, efficient resource deployment, staff effectiveness, continuous service improvement and improved outcomes for residents.

Risk management

Overall responsibility for RBWM risk management and ensures that decision-making is in line with the RBWM strategy for risk management, that adequate resources are made available for the management of risk and there is an understanding of the risks facing RBWM across all services and that risk management is embedded and integrated with other corporate processes, such as service planning and delivery, and performance management frameworks.

Political and staff management

Support and advise Elected Members on all aspects relating to the strategic development of the council.

Represent the council, as appropriate, at local, regional and national events to promote, present and protect the council's interests.

Ensure that the council, through its workforce, is a learning organisation, with services evolving in response to lessons learned from local and national activity. Working with employees to enhance their personal and professional development, achieving high retention rates, effective succession planning, high levels of staff motivation and good employee relations. Promote work life balance and flexible working.

Job specific service delivery

Provide strategic leadership and management, securing a strong sense of purpose for the council, ensuring all functions operate within the statutory framework and relevant legislation and are resident focused.

Chief Executive

- Provide clear, balanced and accurate advice and guidance to Elected Members on the strategic issues facing the council.
- To work with members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities and aims.
- Ensure the effective deployment of the council's performance management arrangements in order to deliver continuous service improvements in a way seeks to exceed the council's expectations and engages residents, partners, stakeholders and employees.

- To be the head of paid service and ensure that the council is organised efficiently and effectively to deliver excellent customer focused services.
- To lead, develop and inspire without direct line management responsibility, all directorates in order to facilitate and deliver continuous and sustained improvements in services.
- Champion organisational and cultural change throughout the council whilst maintaining quality, level of performance and a customer focused approach.
- Support and advise elected members on all aspects relating to the strategic management and development of the council and its services.
- To have overall responsibility for the management of relationships between elected members, political groups and officers by establishing a clear understanding of roles and by developing and maintaining clearly understood procedures for converting policies into action within the constraints of propriety and legality.
- Inspire, empower and develop by example the council's workforce to secure a real sense of ownership of its vision and priorities.
- Seek continuous improvement, encourage cross-council working and move decision making and responsibilities as close as possible to the point of service delivery.
- Lead and develop the executive directors, deputy directors and heads of service ensuring they establish effective management arrangements, deliver their agreed targets, work in a corporate and collaborative manner, promote a strong customer focus, manage service budgets and develop their staff effectively in order to support corporate and strategic service priorities that will optimise service delivery to the people of Windsor and Maidenhead.
- Lead on and ensure there is effective strategic management of the council, in collaboration with elected members, external partners and stakeholders, so as to ensure that the council's vision, priorities, aims and objectives are realised.
- To develop and maintain effective systems of consultation, community involvement and partnership working to achieve the council's community strategy.
- To promote the interests and image of the council and enhance its influence in constructive relationships with key stakeholders in the community, in government and other public bodies, the voluntary sector and in the business community.
- Ensure resident focus is maintained whilst delivering the council's vision, policies and priorities ensuring that these are understood and implemented both corporately and at directorate level.
- To coordinate cross working and ensure corporate frameworks are in place and effective.
- Actively promote work life balance and flexible working in order to improve service delivery across the council.

Emergency Planning and Business Continuity

To maintain up to date emergency plans and procedures for the council ensuring staff are fully aware of the content and the role they play.

To operate as Senior Duty Officer when rostered in the event of an emergency, be on call during this time and undertake the responsibilities.

SRO for Operation Bridge including attendance at all strategic meetings, and lead contact for RBWM with all strategic level stakeholders.

Person specification

Key criteria	Essential	Desirable	How assessed
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Qualifications and training	<p>Relevant professional qualification</p> <p>Evidence of CPD</p> <p>Management qualification or equivalent by experience</p>	<p>Degree</p> <p>Evidence of CPD</p> <p>Management qualification</p>	<p>Application / references</p>
<p>Job Competence summary (knowledge, skills, abilities, experience)</p>	<p>Extensive experience of strategic and senior management and planning with the ability to provide strong strategic leadership and direction in a manner that secures commitment and ownership.</p> <p>A track record of developing a vision of high quality, effective and improving services.</p> <p>A track record of driving forward enhanced organisational and service performance.</p> <p>Evidence of an innovative approach to performance management that has delivered significant improvements in service delivery.</p> <p>Successful record of achieving a high level of staff engagement and empowerment.</p> <p>Extensive experience of successful partnership working.</p> <p>Extensive experience of leading and managing change, resulting in measurable service improvements.</p> <p>A track record of success and achievement adopting a customer focused approach to service provision.</p> <p>A thorough understanding of consultation methods/techniques, customer care principles, systems and methods.</p> <p>Able to communicate clearly, convincingly and sensitively, orally and in writing.</p> <p>Understanding of how to achieve results in a political environment and an ability to do so.</p> <p>Demonstrable commitment to the principles and practice of equal</p>	<p>Experience of establishing partnerships</p>	<p>Application / Interview / References</p>

	<p>opportunities in employment and service provision.</p> <p>A track record of collaborative and team working.</p>		
<p>Other requirements (eg unsocial hours working, driving licence, fit to drive Council vehicle etc)</p>	<p>Enhanced DBS check</p> <p>This is a politically restricted post</p> <p>Ability to apply creative and innovative thinking to complex service challenges</p> <p>Personal and professional demeanour which engenders confidence internally and externally</p> <p>A champion of high performance culture</p> <p>Drive and determination to continually raise performance standards</p> <p>Capacity to perform a demanding job under pressure</p> <p>Flexible approach to hours</p> <p>Ability to achieve work life balance</p> <p>IT literate</p> <p>Thorough understanding of budget/resources planning/management processes</p>		
Post holder's signature			
Name		Date	
Manager's signature			
Name		Date	

Effective date: August 2022

Appendix B – Agency brief details for interim Chief Executive

Only candidates with availability to commence the interim position before the end of October 2022 should be put forward for consideration.

Primary areas of focus, or supporting officers with area of focus include:

1. Budget 23-24 and in year 22-23 budget pressures.
2. Adult Social Care Charging Regime and Case Management System Replacement
3. Visibly leading programme of staff reassurance and maintaining a visible presence and physical engagement with the staff team showcasing our values. Leading communications programme with staff.
4. Supporting the engagement with Frimley ICB especially the successful place working arrangements.
5. Supporting colleagues leading on Operation Bridge
6. Supporting new Returning Officer
7. Supporting Leader of the Council in governance, strategy and decision making