



**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



# Agenda

Meeting: **Joint Appointments Committee**  
Date: **6 June 2011**  
Time: **1.00 pm**  
Place: **Middelburg Room - Civic Centre Folkestone**

To: **All members of the Joint Appointments Committee**

The Committee will consider the matters listed below at the date, time and place shown above. The meeting will be open to the press and public.

Members of the Committee who wish to have information on any matter arising on the Agenda which is not fully covered in these papers are requested to give notice prior to the meeting to the Chairman or appropriate officer.

1. **Election of Chairman**

To elect a Dover District Council member to preside as Chairman for the meeting

2. **Apologies for absence**

3. **Declarations of interest**

Members of the committee should disclose personal or prejudicial interest/s in any item/s on this agenda.

4. **Terms of reference and composition and committee procedure rules for the Joint Appointments Committee**

To note the terms of reference, and composition and committee procedure rules of the Joint Appointments Committee which is attached.

**Queries about the agenda? Need a different format?**

Contact Lorraine Burley – Tel: 01303 853411  
Email: [committee@shepway.gov.uk](mailto:committee@shepway.gov.uk) or download from our website  
[www.shepway.gov.uk](http://www.shepway.gov.uk)

5. **Selection and appointment of a joint chief executive officer for Dover and Shepway District Councils**

A shared working protocol has been agreed between Dover DC and Shepway DC, which makes provision for both councils to “share a joint chief executive (who shall be the head of the paid service for both councils) and, subject to further business cases, share a senior officer management team (currently undefined in size and function)”. Report JC/11/01 sets out the recommendations of the Joint Implementation Forum on the role description, person specification, remuneration package and outline selection process.

## JOINT APPOINTMENTS COMMITTEE

### TERMS OF REFERENCE

- To agree the job description and person specification of the joint chief executive post
- To agree the selection process for the joint chief executive
- To carry out the agreed selection process for the joint chief executive
- To make recommendations to both councils on the person to be appointed as the joint chief executive and the terms of conditions of employment
- To make recommendations to the relevant employing council on the dismissal and associated matters relating to their chief executive

# JOINT APPOINTMENTS COMMITTEE

## COMPOSITION AND COMMITTEE PROCEDURE RULES

### **1. Composition**

- 1.01** Five members of Dover District Council and five members of Shepway District Council

### **2. The operation of the Joint Committee**

#### **2.01 Who may make decisions**

The arrangements for the discharge of functions are vested in the Joint Committee as a whole.

#### **2.02 Sub-delegation of functions**

No further delegations of functions are permitted other than to an officer of either council relating to the performance of an administrative task.

#### **2.03 Joint Committee meetings – frequency and venue**

The Joint Committee will normally meet as business requires at times agreed by the Chairman. It will meet alternately at the premises of Dover District Council and Shepway District Council or at other premises agreed by the Chairman. A meeting of the Joint Committee shall be summoned by the Chief Executive of the Council in whose premises or district the joint committee is meeting. The relevant authority will give a minimum of five working days' notice (or less in the case of urgency).

#### **2.04 Meetings of the Joint Committee**

Meetings of the Joint Committee will be held in public except in so far as the matters for decision relate to issues which can be dealt with in private in accordance with the Access to Information requirements of the Local Government Act 1972.

#### **2.05 Quorum**

The quorum of the Joint Committee shall be three members of Shepway District Council and three members of Dover District Council.

### **3. Conduct of meetings**

#### **3.01 Chair**

A chairman of the meeting shall be elected for each meeting. The chairmanship shall alternate between the representatives of Dover and Shepway with the Dover representative chairing the first meeting of the Joint Committee.

#### **3.02 Limit to delegation to JAC**

The Joint Committee shall have no function or power delegated to it in any circumstance where a majority decision cannot be reached without the need for the chairman to exercise his or her second or casting vote.

#### **3.03 Substitutes**

No substitution of members shall be allowed.

#### **3.04 Order of business**

Meetings of the Joint Committee will include the following business:

- i) elect a person to preside at the meeting as chairman;
- ii) consideration of the minutes of the last meeting;
- iii) apologies for absence;
- iv) declarations of interest, if any;
- v) matters set out in the agenda for the meeting;
- vi) matters not set out in the agenda for the meeting but which the chairman agrees, pursuant to Section 100B(4)(b) of the Local Government Act 1972, should be considered at the meeting as a matter of urgency.

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This Report will be made public on 26 May 2011

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **JC/11/01**

**To:** Joint Appointments Committee  
**Date:** 6 June 2011  
**Status:** Non- executive Decision  
**Corporate Director:** Mark Parkinson – Communities and Deputy Chief Executive – Shepway District Council  
Harvey Rudd – Solicitor to the Council – Dover District Council

**SUBJECT: SELECTION AND APPOINTMENT OF A JOINT CHIEF EXECUTIVE OFFICER FOR DOVER AND SHEPWAY DISTRICT COUNCILS**

**SUMMARY:** A shared working protocol has been agreed between Dover DC and Shepway DC, which makes provision for both councils to “share a joint chief executive (who shall be the head of the paid service for both councils) and, subject to further business cases, share a senior officer management team (currently undefined in size and function)”. This report sets out the recommendations of the Joint Implementation Forum on the role description, person specification, remuneration package and outline selection process.

**REASONS FOR RECOMMENDATIONS:**

- The two, councils have approved the creation of a Joint Appointments Committee (JAC) made up of members from both councils to oversee the whole process of selecting and making a recommendation to both councils to appoint a joint chief executive.
- The purpose of this report is to set out the recommendations regarding an appointment to the post.

**RECOMMENDATIONS:**

1. To receive and note report JC/11/01.
2. To approve the recommendations of the Joint Implementation Forum set out in paragraph 3.2 of this report.

## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to set out the recommendations of the Joint Implementation Forum on the person specification, role description, and remuneration package and selection process for the appointment of the joint chief executive.

## **2. BACKGROUND**

- 2.1 On the 25 May 2011 the Joint Implementation Forum met and considered the recommendations of East Midlands Councils, the HR specialists engaged by the two councils to advice on the role description, person specification, and remuneration package and selection process for the joint chief executive post. Representations made by the incumbents as part of the selection process were also considered.
- 2.2 At a simultaneous cabinet meeting on the same day the recommendations of the Joint Implementation Forum were noted.

## **3. RECOMMENDATIONS OF THE JOINT IMPLEMENTATION FORUM/ SELECTION PROCESS**

- 3.1 The Joint Implementation Forum considered the report of the East Midlands Councils dated 25 May 2011 (appendix 1)
- 3.2 The Joint Implementation Forum made the following recommendations:
1. That the revised role description and personal specification for the role of joint chief executive officer be recommended to the Joint Appointments Committee.
  2. That it be recommended to the Joint Appointments Committee that the basic salary for the role of the joint chief executive officer be £125,000.
  3. That the revised selection process for the role of the joint chief executive officer be recommended to the Joint Appointments Committee.
  4. That the consultation be recommend to the the Joint Appointments Committee.
- 3.3 The revisions to the role description and selection process recommended by the Joint Implementation Forum are set out in appendix 2.
- 3.4 The representations received from the two current chief executives in response to the consultations with them undertaken to date will be reported to the Joint Appointments Committee
- 3.5 The Joint committee will also receieve advice at the meeting as to whether the role of joint chief executives would be a suitable offer of alternative employment to either or both of the existing Chief Executives



#### 4. TIMETABLE

4.1 The following timetable is suggested:

6 June	First meeting of Joint Appointments Committee to agree the recommendations of JIF and to agree the selection and interview process for the post of joint chief executive.
4 July	Member briefing on the selection process.

5 July	Interviews with the two candidates held by the Joint Appointment Committee (at a “neutral venue”) with the support of East Midlands Councils. The Joint Appointment Committee to form recommendations for both council regarding the preferred candidate.
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20 July	Special council meetings of both councils to consider the recommendations of the Joint Appointments Committee.
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#### 5. RISK MANAGEMENT

5.1 A summary of the perceived risks to the council is shown in the following table:

Risks	Mitigation / Risk Controls
The selection process is flawed	Follow professional advise

#### 6. LEGAL AND FINANCIAL COMMENTS

##### 6.1 Legal Officer’s comments (JC)

External advice has been sought to ensure that the processes comply with statutory requirements.

##### 6.2 Finance Officer’s comments (LB)

As outlined in this report a sum of £200k is available for the selection and recruitment of a joint Chief Executive with Dover District Council. The financial issues are set out in full in appendix 4 of report C/10/68. Since that report was written legal advice has been received stating that it is possible for any redundancy costs to be shared equally. The joint working protocol states that both councils are committed to the principle of sharing any redundancy costs equally.

#### 7. CONTACT OFFICERS AND BACKGROUND PAPERS

7.1 Councillors with any questions arising out of this report should contact the following officers prior to the meeting:

Peter Wignall,  
Head of Democratic Services & Policy, Shepway District Council  
Tel: 01303 853253

Email: [peter.wignall@shepway.gov.uk](mailto:peter.wignall@shepway.gov.uk)

Matthew Mellor  
Corporate Leadership Support Manager, Shepway District Council  
Tel: 01303 853413  
Email: [matthew.mellor@shepway.gov.uk](mailto:matthew.mellor@shepway.gov.uk)

Harvey Rudd  
Solicitor to the Council, Dover District Council  
Tel: 01304 872321  
Email: [harvey.rudd@dover.gov.uk](mailto:harvey.rudd@dover.gov.uk)

- 7.2 The following background documents have been relied upon in the preparation of this report:

Report C/10/68 to Cabinet on the 2 March 2011

**Appendices:**

- Appendix 1: Report of the East Midlands Councils dated 25 May 2011  
Appendix 2: Recommended revisions to the role description and selection process



REPORT OF EAST MIDLANDS COUNCILS TO THE JOINT IMPLEMENTATION FORUM

25<sup>TH</sup> MAY 2011

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RECRUITMENT OF JOINT CHIEF EXECUTIVE OFFICER

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1. PURPOSE OF REPORT

To enable the Joint Implementation Forum to agree key principles relating to the selection of a Joint Chief Executive Officer to develop recommendations for consideration at Cabinet meetings and the Joint Appointments Committee.

2. RECOMMENDATIONS

The Joint Implementation Forum is recommended to:

- i) Agree the job description and person specification for the role of Joint Chief Executive Officer as shown attached in **Appendix 1**;
- ii) Agree the salary level for the role; and
- iii) Agree the outline process for recruitment
- iv) Note the ongoing consultation process with the incumbent Chief Executives

3. REPORT

East Midlands Councils have been appointed to support Dover District Council and Shepway District Council with the process to select and appoint a Joint Chief Executive.

The first phase of the project is to determine the role of the Chief Executive and advise on the terms and conditions for the post.

### **3.1 Determining the Job Description and Person Specification**

An informal meeting of JIF Members was held on 3<sup>rd</sup> May 2011 which provided an understanding of Members' requirements regarding the role of the Joint Chief Executive for both authorities. Based on the discussions at this meeting, a draft job description and person specification has been developed for the consideration of the JIF. A copy is provided at Appendix 1. This is a critical stage of the process, as the job description will set out the focus for the joint role and the person specification will form the basis of the selection process, to ensure that the criteria are assessed to inform a sound decision on the appointment to the new role.

### **3.2 Advising on Terms and Conditions**

A salary benchmarking exercise was conducted relating to remuneration for Joint or Shared Chief Executives. A copy of the results of the survey is provided at Appendix 2 of this report for the JIF's consideration.

The content of the job and its salary level will be relevant factors in determining if the role of Joint Chief Executive Officer is a suitable alternative for the incumbent Chief Executives of the Councils.

Once these aspects are agreed by Members, the position can be confirmed. However, our provisional view is that the post is likely to be a suitable alternative.

### **3.3 Selection Process**

A selection process will be developed to specifically assess the criteria agreed by the JIF and JAC. This will ensure a fair and robust process, as well as enabling the Councils to satisfy a legal requirement that the appointment is based on merit.

The detail of the selection process would be determined once the job role and person specification criteria are agreed. However, at this stage, the JIF may wish to consider and agree the outline principles of the process. We would suggest this may include the following elements:-

- A briefing for members of the JAC on key principles of selection and the process being adopted.
- The incumbent Chief Executives to complete a structured questionnaire, rather than an application form, to demonstrate how they meet the criteria.
- A psychometric assessment and technical interview.
- Presentation and interview with the Joint Appointment Committee.
- The Joint Appointment Committee's recommendation to appoint is presented to the respective Councils for formal approval.

### 3.4 Consultation

Individual consultation with the incumbent Chief Executives is required to run alongside this exercise to enable the employees concerned to be consulted in a meaningful way – ensuring they are informed and given an opportunity for their views to be considered on how the process is developed and implemented. Meetings for this purpose have taken place with the existing Chief Executives on 16<sup>th</sup> May 2011 and their views will be raised with the JIF to inform its considerations. No concerns have been raised about the draft job description and person specification, although it was made clear that this was an initial draft only and would be subject to discussion and development by the JIF.

Sam Maher  
Director, Local Government Services  
East Midlands Councils

Lisa Butterfill  
HR & Development Manager  
East Midlands Councils



## Dover District Council and Shepway District Council

### Joint Chief Executive Officer

#### Role Description

##### Key Purpose

To provide organisational leadership to enable the respective strategic objectives of both Councils to be achieved and excellent services are delivered.

To provide the overarching managerial framework to ensure effectiveness in service development and delivery and act as an advocate for both Councils at local, regional and national levels.

Working closely with the respective Councils, Leaders, Joint Member Committees, to establish joint working arrangements and a shared approach to the delivery of key services that will improve the quality of people's lives in the two areas and deliver greater value for money.

##### Key Responsibilities

###### Transformational Leadership

- To demonstrate and provide a clear vision, sense of purpose and direction throughout both organisations to ensure the strategic aims, objectives and priorities of each council are met.
- To assist Elected Members in reviewing the strategic vision and key priorities of each organisation, to aid effective resource allocation to achieve the individual and joint aspirations of both organisations.
- To demonstrate and provide inspirational and motivational leadership to all employees, promoting a "can do" culture.
- To lead and deliver significant transformation and change programmes with the aim of driving effective and efficient service delivery and customer focused improvements.

- To lead the creation and implementation of a joint management team and to lead, with Elected Members of both councils, the further development of joint working arrangements as appropriate to each organisation.
- To ensure that valuing diversity and providing equality of opportunity is embedded within the culture of the organisations, integrated within their policies and practices, to demonstrate fairness and respect for all.

### **Quality Customer Services**

- To champion a "customer first" ethos within the organisations and ensure effective and efficient service delivery against agreed standards.
- To ensure effective community engagement to ensure the needs and views of the community are taken into account when developing and delivering services.
- To demonstrate and embed a strong equality and diversity ethos across both organisations in respect of the organisations' approach to customers and the delivery of services.

### **Working with Members**

- To establish and maintain effective working relationships with the Leaders, other political group leaders and all Elected Members of both organisations that demonstrates a clear understanding of the nature and context of the various elected member roles.
- To manage the interface between all Elected Members and officers, support the democratic processes, and act as the Councils' principal advisor on strategic policy options and professional matters, supporting strategic direction and corporate management.
- To undertake regular environmental and horizon scanning to keep ahead of key local and national government changes and developments, distilling information to advise and inform Members and officers in support of policy development.

### **Performance Management**

- To develop the performance management culture throughout the organisations, ensuring that the councils have the required capacity, skills, systems and processes in place to drive the continuous improvement of services.
- To ensure that the merged management team establish and maintain business plans which focus and support the achievement of the objectives and key priorities of both organisations.

### **Partnership and External Working**

- To create a business-like culture of continuous improvement that identifies and develops further opportunities to share service provision with potential partners as appropriate to each organisation.
- To assist both Leaders in their role as the external interface of their respective councils; representing the council and acting as an ambassador in external relationships, locally, regionally and nationally and promoting the economic, environmental and social issues of the areas.

- To build and maintain successful internal and external partnerships and relationships, and to oversee each organisation's communication strategy to promote a positive image of the organisations to partners, citizens, national and regional bodies.

### **Governance/Statutory Responsibilities**

- To undertake the role of the organisations' Head of Paid Service with responsibility for the efficient overall management of functions and resources.
- To ensure the highest standards of probity are maintained at all times through effective governance arrangements.
- To ensure the organisations' resources are optimised and controlled effectively by the development, implementation and monitoring of robust corporate, organisational and financial planning processes.
- To undertake any other duties as laid down in current and future statutes.

The post is politically restricted under the Local Government and Housing Act 1989 and post-holders are prohibited from seeking public election, holding political office, writing or speaking publicly on matters of political controversy.





## **Dover District Council and Shepway District Council**

### **Joint Chief Executive Officer**

#### **Person Specification**

##### **Knowledge and Experience**

- Successful and consistent achievement in senior management and strategic policy formation at Chief Executive or Director level in a local authority or comparably large complex organisation.
- A track record in successfully leading and delivering transformational change to improve the performance of an organisation and outcomes for customers.
- Demonstrable evidence of successfully establishing a performance management culture based on innovation, efficiency and customer focus.
- Extensive experience of the management and control of large and complex budgets, demonstrating significant financial and commercial awareness, effective strategic planning and management of risk.
- Able to demonstrate a high degree of political sensitivity and the ability to interpret political will, showing knowledge of the factors that ensure successful working in a political environment.
- Significant experience of working within public sector governance arrangements, including working and building effective relationships with elected members or non-executive directors.
- A comprehensive understanding of local government and the operating context, with the ability to understand and respond to the implications and opportunities for councils of emerging policy and legislation.

- Demonstrable evidence of experience of successful partnership working with a range of communities, partner organisations, private sector providers, public agencies, voluntary and statutory bodies
- Evidence of continuing personal development.

### **Key Competencies and Behaviours**

- Transformational leadership skills.
- Strong managerial ability to develop a shared management team which harnesses the strength and best practice from both management teams and organisations.
- High level of communication skills.
- Highly developed interpersonal skills for effective relationship building.
- Ability to influence, persuade and negotiate.
- Resilience under pressure.
- Credibility to engender trust and inspire confidence.
- Strong analytical and problem-solving skills, with an ability to produce practical and creative solutions.
- Flexibility and adaptability.
- High level of political acumen and sensitivity.

This post is politically restricted.



### Shared/Joint Chief Executive Salary Survey Information for Dover District Council and Shepway District Council

Salary information has been researched relating to 9 Shared/Joint Chief Executive roles.

The majority of roles were paid at a single salary rate. Two roles were paid within a salary band, with an average starting point of £131,000 and an average maximum point of £142,000. The midpoint of the salary bands have been used for the purposes of this analysis, resulting in the following findings:-

Lowest salary	£103,200
Lower quartile	£112,103
Average (mean)	£121,713
Median	£125,000
Upper quartile	£126,023
Highest	£148,000

The following are the results of the analysis of the salaries paid at a single salary rate:-

Lowest:	£103,200
Lower quartile:	£106,308
Average (mean):	£116,784
Median:	£120,000
Upper quartile:	£125,000
Highest:	£129,000

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**RECOMMENDED REVISIONS TO THE SELECTION PROCESS AND ROLE DESCRIPTION OF THE JOINT CHIEF EXECUTIVE OFFICER**

**Selection process**

In paragraph 3.3 third bullet point delete “and technical interview”.

**Role Description**

Performance management

Second bullet point delete “merged” and insert “shared”.

Governance/Statutory responsibilities

Second bullet point delete “To ensure” and insert “To promote and maintain” and delete “are maintained”.

Add further bullet point

“To promote and maintain the highest standard of corporate governance and corporate responsibility at all times”.

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**Folkestone**

Hythe & Romney Marsh

Shepway District Council



## REPORT OF EAST MIDLANDS COUNCILS TO THE JOINT APPOINTMENT COMMITTEE

6<sup>TH</sup> JUNE 2011

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### RECRUITMENT OF JOINT CHIEF EXECUTIVE OFFICER

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#### 1. PURPOSE OF REPORT

To enable the Joint Appointment Committee to consider the recommendations of the Joint Implementation Forum in relation to the main elements for the process to select a Joint Chief Executive Officer.

#### 2. RECOMMENDATIONS

The Joint Appointments Committee is recommended to:-

- i) Agree the job description and person specification for the role of Joint Chief Executive Officer as shown attached in **Appendix 1**;
- ii) Agree the salary level for the role; and
- iii) Agree the selection process recruitment
- iv) Note the ongoing consultation process with the incumbent Chief Executives

#### 3. REPORT

East Midlands Councils have been appointed to support Dover District Council and Shepway District Council with the process to select and appoint a Joint Chief Executive.

The first phase of the project is to determine the role of the Chief Executive and advise on the terms and conditions for the post.

### **3.1 Determining the Job Description and Person Specification**

A job description and person specification have been developed by East Midlands Councils and presented to the Joint Implementation Forum at its meeting on 25<sup>th</sup> May 2011. The Joint Implementation Forum suggested amendments and the revised version is provided at Appendix 1 for consideration by the Joint Appointment Committee. This is a critical stage of the process, as the job description will set out the focus for the joint role and the person specification will be used to inform the focus for the selection process to ensure a sound decision can be made on the appointment to the new role.

### **3.2 Advising on Terms and Conditions**

A salary benchmarking exercise was conducted relating to remuneration for Joint or Shared Chief Executives. A copy of the results of the survey is provided at Appendix 2 of this report. The Joint Implementation Forum considered this information and recommended that a basic salary of £125,000 per annum be put forward to the Joint Appointment Committee for consideration. Pending receipt of information on the remaining terms and conditions, a suggestion for consideration is that if one of the incumbent Chief Executive's is appointed, his entitlement to these will remain unchanged.

The content of the job and its salary level will be relevant factors in determining if the role of Joint Chief Executive Officer is a suitable alternative for the incumbent Chief Executives of the Councils. Once these aspects are agreed by Members, the position can be confirmed. However, our provisional view is that the post is likely to be a suitable alternative.

### **3.3 Selection Process**

A selection process will be developed by East Midlands Councils to specifically assess the criteria agreed by the Joint Appointment Committee. This will ensure a fair and robust process, as well as enabling the Councils to satisfy a legal requirement that the appointment is based on merit.

The detail of the selection process would be finalised once the job role and person specification criteria are agreed. An outline selection process was considered by the Joint Implementation Forum and it recommends the following for consideration by the Joint Appointment Committee:-

- A briefing for members of the JAC on key principles of selection and the process being adopted.
- The incumbent Chief Executives to complete a structured questionnaire, rather than an application form, to demonstrate how they meet the criteria.
- A psychometric assessment.
- Presentation and interview with the Joint Appointment Committee. The Joint Appointments Committee will be invited to suggest and agree the topic for the presentation. Questions for the interview will be drafted by East Midlands Councils for consideration and agreement, based on the criteria in the person specification.



- The Joint Appointment Committee's recommendation to appoint is presented to the respective Councils for formal approval.

### **3.4 Consultation**

Individual consultation with the incumbent Chief Executives is required to run alongside this exercise to enable the employees concerned to be consulted in a meaningful way – ensuring they are informed and given an opportunity for their views to be considered on how the process is developed and implemented. Meetings with the existing Chief Executives for this purpose have taken place and further meetings arranged so that their views can be put forward to the Joint Implementation Forum and Joint Appointment Committee to inform their considerations.

To date, no concerns have been raised by the Chief Executives about the initial draft job description and person specification. The Chief Executives have been notified of the revisions recommended by the Joint Implementation Forum and the salary level being recommended. If comments are received on these, we will present these to the Joint Appointment Committee.

The remaining consultation process is in accordance with the phases described in our original tender document and outlined below:-

Phase Two – Selection and Recruitment:

- Building on the original consultation meetings with the incumbent Chief Executives (16<sup>th</sup> May 2011) we will continue the consultation process by providing feedback on the outline selection processes recommended by the Joint Implementation Forum meeting, on 25<sup>th</sup> May 2011, to allow further opportunities for input by the Chief Executives.

- Feeding comments from the Chief Executives into the Joint Appointment Committee Meeting being held on 6<sup>th</sup> June 2011.
- Following the 6<sup>th</sup> June Joint Appointment Committee meeting, we will provide the Chief Executives with the information on the confirmed documentation and selection process including all relevant selection activities and timescales to ensure we meet the deadline of the interviews with the Joint Appointment Committee which are currently planned to take place on 5<sup>th</sup> July 2011.

#### Phase Three – Manage the Appointment and Redundancy Following a Selection

- Once a decision to appoint to the post has been made we will write formally to the successful candidate and offer the contract of employment and formally notify the unsuccessful candidate(s) that their employment will be terminated on the grounds of redundancy. These actions will take place with reference to both Councils' constitutions and relevant legislation.
- We would provide constructive feedback to both candidates as required.

The consultation plan as outlined above will provide the opportunity for meaningful consultation throughout the phases of the process.

#### **4. Conclusion**

This report reflects our support to the councils as described in phases one and two of the invitation to tender. This support has led to the formulation of recommendations from the Joint Implementation Forum at its meeting held on 25<sup>th</sup> May 2011 for discussion and agreement by the Joint Appointment Committee on 6<sup>th</sup> June 2011.

Sam Maher  
Director, Local Government Services  
East Midlands Councils

Lisa Butterfill  
HR & Development Manager  
East Midlands Councils



**Folkestone**

Hythe & Romney Marsh

Shepway District Council



## **Dover District Council and Shepway District Council**

### **Joint Chief Executive Officer**

#### **Role Description**

##### **Key Purpose**

To provide organisational leadership to enable the respective strategic objectives of both Councils to be achieved and excellent services are delivered.

To provide the overarching managerial framework to ensure effectiveness in service development and delivery and act as an advocate for both Councils at local, regional and national levels.

Working closely with the respective Councils, Leaders, Joint Member Committees, to establish joint working arrangements and a shared approach to the delivery of key services that will improve the quality of people's lives in the two areas and deliver greater value for money.

##### **Key Responsibilities**

###### **Transformational Leadership**

- To demonstrate and provide a clear vision, sense of purpose and direction throughout both organisations to ensure the strategic aims, objectives and priorities of each council are met.
- To assist Elected Members in reviewing the strategic vision and key priorities of each organisation, to aid effective resource allocation to achieve the individual and joint aspirations of both organisations.
- To demonstrate and provide inspirational and motivational leadership to all employees, promoting a "can do" culture.
- To lead and deliver significant transformation and change programmes with the aim of driving effective and efficient service delivery and customer focused improvements.

- To lead the creation and implementation of a joint management team and to lead, with Elected Members of both councils, the further development of joint working arrangements as appropriate to each organisation.
- To ensure that valuing diversity and providing equality of opportunity is embedded within the culture of the organisations, integrated within their policies and practices, to demonstrate fairness and respect for all.

### **Quality Customer Services**

- To champion a “customer first” ethos within the organisations and ensure effective and efficient service delivery against agreed standards.
- To ensure effective community engagement to ensure the needs and views of the community are taken into account when developing and delivering services.
- To demonstrate and embed a strong equality and diversity ethos across both organisations in respect of the organisations’ approach to customers and the delivery of services.

### **Working with Members**

- To establish and maintain effective working relationships with the Leaders, other political group leaders and all Elected Members of both organisations that demonstrates a clear understanding of the nature and context of the various elected member roles.
- To manage the interface between all Elected Members and officers, support the democratic processes, and act as the Councils’ principal advisor on strategic policy options and professional matters, supporting strategic direction and corporate management.
- To undertake regular environmental and horizon scanning to keep ahead of key local and national government changes and developments, distilling information to advise and inform Members and officers in support of policy development.

### **Performance Management**

- To develop the performance management culture throughout the organisations, ensuring that the councils have the required capacity, skills, systems and processes in place to drive the continuous improvement of services.
- To ensure that the shared management team establish and maintain business plans which focus and support the achievement of the objectives and key priorities of both organisations.

### **Partnership and External Working**

- To create a business-like culture of continuous improvement that identifies and develops further opportunities to share service provision with potential partners as appropriate to each organisation.
- To assist both Leaders in their role as the external interface of their respective councils; representing the council and acting as an ambassador in external relationships, locally, regionally and nationally and promoting the economic, environmental and social issues of the areas.

- To build and maintain successful internal and external partnerships and relationships, and to oversee each organisation's communication strategy to promote a positive image of the organisations to partners, citizens, national and regional bodies.

### **Governance/Statutory Responsibilities**

- To undertake the role of the organisations' Head of Paid Service with responsibility for the efficient overall management of functions and resources.
- To promote and maintain the highest standards of probity at all times through effective governance arrangements.
- To promote and maintain the highest standards of corporate governance and corporate responsibility at all times.
- To ensure the organisations' resources are optimised and controlled effectively by the development, implementation and monitoring of robust corporate, organisational and financial planning processes.
- To undertake any other duties as laid down in current and future statutes.

The post is politically restricted under the Local Government and Housing Act 1989 and post-holders are prohibited from seeking public election, holding political office, writing or speaking publicly on matters of political controversy.



**Folkestone**

**Hythe & Romney Marsh**

**Shepway District Council**



## **Dover District Council and Shepway District Council**

### **Joint Chief Executive Officer**

#### **Person Specification**

##### **Knowledge and Experience**

- Successful and consistent achievement in senior management and strategic policy formation at Chief Executive or Director level in a local authority or comparably large complex organisation.
- A track record in successfully leading and delivering transformational change to improve the performance of an organisation and outcomes for customers.
- Demonstrable evidence of successfully establishing a performance management culture based on innovation, efficiency and customer focus.
- Extensive experience of the management and control of large and complex budgets, demonstrating significant financial and commercial awareness, effective strategic planning and management of risk.
- Able to demonstrate a high degree of political sensitivity and the ability to interpret political will, showing knowledge of the factors that ensure successful working in a political environment.
- Significant experience of working within public sector governance arrangements, including working and building effective relationships with elected members or non-executive directors.
- A comprehensive understanding of local government and the operating context, with the ability to understand and respond to the implications and opportunities for councils of emerging policy and legislation.

- Demonstrable evidence of experience of successful partnership working with a range of communities, partner organisations, private sector providers, public agencies, voluntary and statutory bodies
- Evidence of continuing personal development.

### **Key Competencies and Behaviours**

- Transformational leadership skills.
- Strong managerial ability to develop a shared management team which harnesses the strength and best practice from both management teams and organisations.
- High level of communication skills.
- Highly developed interpersonal skills for effective relationship building.
- Ability to influence, persuade and negotiate.
- Resilience under pressure.
- Credibility to engender trust and inspire confidence.
- Strong analytical and problem-solving skills, with an ability to produce practical and creative solutions.
- Flexibility and adaptability.
- High level of political acumen and sensitivity.

This post is politically restricted.



### Shared/Joint Chief Executive Salary Survey Information for Dover District Council and Shepway District Council

Salary information has been researched relating to 9 Shared/Joint Chief Executive roles.

The majority of roles were paid at a single salary rate. Two roles were paid within a salary band, with an average starting point of £131,000 and an average maximum point of £142,000. The midpoint of the salary bands have been used for the purposes of this analysis, resulting in the following findings:-

Lowest salary	£103,200
Lower quartile	£112,103
Average (mean)	£121,713
Median	£125,000
Upper quartile	£126,023
Highest	£148,000

The following are the results of the analysis of the salaries paid at a single salary rate:-

Lowest:	£103,200
Lower quartile:	£106,308
Average (mean):	£116,784
Median:	£120,000
Upper quartile:	£125,000
Highest:	£129,000