

<b>COUNCIL</b>		
<b>Report Title</b>	Appointment of a new Chief Executive	
<b>Key Decision</b>	n/a	
<b>Ward</b>	All	
<b>Contributors</b>	Head of Organisational Development and Human Resources	
<b>Class</b>	Part 1	Date 14 March 2018

## **1. Summary**

The appointment of a Chief Executive requires a formal Council decision, and on the 24 November 2017 full Council agreed to the formation of an Appointments Panel to assist with this recruitment process. This report, provides background information on the rigorous activity carried out by the Panel to recruit a new Chief Executive. The Council is asked to note that the Appointments Panel has completed a thorough recruitment process and Council is recommended to appoint the recommended candidate as Chief Executive.

## **2. Purpose**

This report asks the Council to appoint Ian Thomas as Chief Executive.

## **3. Recommendations**

- 3.1 To note the Appointments Panel has completed a rigorous selection process to recruit a new Chief Executive.
- 3.2 To agree the recommendation of the Appointments Panel, that Ian Thomas is appointed as Lewisham Council's new Chief Executive, with an anticipated start date of 14 May 2018.
- 3.3 To note that the salary agreed is within the range approved by Council.
- 3.4 To note that the Interim acting Chief Executive arrangements, agreed by Council on 24<sup>th</sup> November 2017, will cease on the arrival of the new Chief Executive.

## **4.0 Background**

*Barry Quirk's Secondment followed by Permanent Appointment*

- 4.1 Barry Quirk served as the Council's Chief Executive for approximately 23 years, since his appointment in November 1994.
- 4.2 In response to the tragic events at Grenfell Tower on 14 June 2017, on 23 June 2017, Barry Quirk was seconded from Lewisham to the Royal Borough of Kensington and Chelsea (RBKC) to act as their Head of Paid Service.
- 4.3 Barry Quirk was subsequently appointed Chief Executive of the Royal Borough of Kensington and Chelsea and served formal notice of termination of his employment at Lewisham Council, with a last day of service of 31/01/2018
- 4.4 RBKC agreed to reimburse Lewisham for the full costs of the Chief Executive's Lewisham salary during this secondment until the Chief Executive's formal last day of service.

*Interim arrangements*

- 4.5 On the 24<sup>th</sup> November 2017, Council agreed that the Executive Director for Resources and Regeneration continue to act as Acting Chief Executive in the period until a new Chief Executive has been appointed and is in post.

*Setting up of the Appointments Panel*

- 4.6 By law the decision to appoint a new Chief Executive is reserved to full Council. This legal requirement is reflected in the Council's Constitution.
- 4.7 Given the significance of the Chief Executive appointment, Council on 24 November 2017, agreed that it would be appropriate for an advisory panel to be established to facilitate participation of a large, though not unwieldy, number of members in the recruitment process. It agreed that the panel should consist of 9 members, namely the Chair of Council (who should chair the Panel), the Chair of Overview and Scrutiny Committee and the Mayor, plus 3 additional members of the Executive, 2 members from the largest political group who are not members of the Mayor and Cabinet, and one further non-executive member who is not a member of the largest political group. This would provide for a broader involvement of members, both executive and non-executive, though still remain on a manageable scale.
- 4.8 The proposed terms of reference for the Advisory Panel were to shortlist and interview candidates for the post of Chief Executive and, with professional support from external advisors and the Head of Organisational Development & Human Resources, to report to full Council with a recommendation concerning the appointment of a new Chief Executive.

- 4.9 The Appointment Panel members were;-

Councillor Obajimi Adefiranye (Chair)  
Sir Steve Bullock  
Councillor Kevin Bonavia

Councillor John Coughlin  
Councillor Janet Daby  
Councillor Brenda Dacres  
Councillor Amanda De Ryk  
Councillor Damien Egan  
Councillor Alan Hall

## **5.0 The Recruitment Process**

### *Advertising and Search*

- 5.1 The Head of Organisational Development & Human Resources, following a tender exercise, commissioned Penna, a leading external recruitment agency to assist with the recruitment process.
- 5.2 Given the importance of the position to the Council, alongside the appointed recruitment agency, the services were commissioned of a former London Chief Executive (Andrew Kilburn) who had particular experience of the requirements of the role, to assist in the process.
- 5.3 Adverts were placed (Appendix A) to run from the beginning of December 2017 until the end of the first week of January 2018. During this period Penna also conducted search activity. Meetings were arranged to enable candidates to get a better understanding of the Council.
- 5.4 The existing Chief Executive role profile and person specification were twenty years old and no longer current, therefore new versions were produced to support the recruitment process. (Appendix B).

### *Longlisting*

- 5.5 Sixteen applications were received by the closing date of 8 January 2018. A longlisting meeting was convened on the 12 January to review the applications. Due to the high calibre of applications, and the wish to give the Appointments Panel a wide list of candidates to shortlist from, eleven candidates were longlisted for technical interview.
- 5.6 The eleven candidates received thorough technical interviews by Andrew Kilburn and Penna on 18 and 19 January.

### *Shortlisting*

- 5.7 The Appointments Panel met for the first time on 7 February to receive feedback on the eleven longlisted candidates' technical interviews and to review candidates' CVs.
- 5.8 The Appointments Panel shortlisted four strong candidates for final interview.

### *Assessment processes conducted with shortlisted candidates*

- 5.9 After the shortlisting meeting of the Appointments Panel on 7 February, the following additional stages of assessment took place, to establish a broad

picture of the candidates' suitability for the Chief Executive role. These were as follows:-

5.9.1 Peter Rhodes (Occupational Testing Ltd)

- a. Critical Reasoning Test
- b. Personality Test

5.9.2 Stakeholder Event:- A Stakeholder event was held on the 21 February for candidates to engage with a range of Lewisham's key partners to enable candidates to have a clearer picture of the Lewisham partner landscape, but also more importantly to get feedback from our key partners on candidates. The stakeholders were grouped into three themed panels; Public Services; Community; Housing, Regeneration & Economy. Candidates were interviewed in turn by each of the three stakeholder panels. The feedback on candidate from the panels was reported to the final Appointment Panel meeting. This feedback focussed on the candidates':-

- personal style/fit with Lewisham stakeholders
- understanding of key issues within the theme of the stakeholder panel, both at a Lewisham and national level.
- ability to present clear articulate informed answers with gravitas.

*Appointments Panel Interview and Recommendation Meeting*

- 5.10 The Appointment Panel met for the second time on 22 February to receive a presentation from and to interview the four shortlisted candidates. Each candidate was required to give a presentation, without the use of visual aids, highlighting what they believed the top three strategic priorities were for Lewisham Council (one short term and two medium term) and how they planned to successfully achieve them. An in depth interview then followed.
- 5.11 On conclusion of all the interviews the Appointment Panel discussed and considered all the assessment information gathered on the candidates. The Panel's recommendation was that Ian Thomas should be appointed as Chief Executive
- 5.12 Ian Thomas holds the position of Strategic Director for Children and Young People at Rotherham Council. His recent achievements include transforming children's services in Rotherham, improving from a rating of 'inadequate' to 'good with outstanding features' within three years with Ofsted reporting that there is now 'a positive organisational culture' in Rotherham. At the same time, education standards have improved and as lead commissioner for victims and survivors of child sexual exploitation (CSE), Ian Thomas mobilised a response with partners that resulted in the conviction of 30 sex offenders, who are now serving around 400 years in jail between them.

- 5.13 Ian Thomas previously held positions of Deputy Chief Executive and Strategic Director for Children and Younger Adults at Derbyshire County Council and Assistant Director (Social Care and Housing Strategy) at Trafford MBC.

## **6.0 Legal Implications**

- 6.1 The Council's general power to appoint staff is set out in Section 112 Local Government Act 1972. In Lewisham, the Chief Executive is designated as the Head of Paid Service under Section 4 Local Government and Housing Act 1989. This is a statutory post with the duties set out in Section 4 (3) of the 1989 Act which include reporting, (where they think it appropriate) on the co-ordination of the discharge of the Council's functions, the number and grades of staff required, the organisation of staff and their appointment and proper management. The post is also designated as the Council's Returning Officer and Electoral Registration Officer for the purposes of legislation pertaining to electoral law.
- 6.2 By virtue of the Local Authorities (Standing Orders) (England) Regulations 2001, as amended, Councils must include in their procedural rules that an offer of appointment as the Head of Paid Service is subject to the approval of full Council. Before an offer of appointment may be made, the Regulations require that the Authority must ensure that the proper officer notify each member of the Executive of the proposed appointment giving them an opportunity to object to the proposed appointment. An offer of appointment may only be made if either the Mayor has confirmed that there is no objection, no objection has been raised or any objection made is not deemed material. The Council's Constitution reflects these legal requirements which have been followed in this recruitment process. Notice has been given to all the members of the Executive, with the option to object. If any objections are received it will be brought to the attention of Council at the meeting.
- 6.3 Article 9(1) of the Council's Constitution states that the appointment of the Head of Paid Service is a matter for full Council.
- 6.4 The Council's Pay Policy Statement which is agreed annually under the provisions of Section 38 Localism Act 2011 et seq. provides that if the salary for a post which did not previously exist is proposed to exceed £100,000 then that salary must be approved by full Council. It is a statutory requirement that the Council must abide by its Pay Policy Statement once agreed. The Council agreed the salary parameters that the new Chief Executive would be appointed to on the 24<sup>th</sup> November 2017, having received a recommendation from the Appointments Committee. The proposed appointment is at a salary within that range.
- 6.5 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

6.6 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

6.7 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.

6.8 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

6.9 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

6.10 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

- 6.11 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

## **7.0 Financial implications**

The salary cost of the new Chief Executive will be met from existing budgets and is within the agreed range recommended by the Appointments Committee and agreed by Council.

## **8.0 Conclusion**

Following a rigorous recruitment process, the Council is recommended to appoint Ian Thomas as the new Chief Executive of Lewisham Council in accordance with the recommendation of the Appointment Panel

## **Appendix A**

# **Realise our potential Chief Executive**

Lewisham is an exciting, dynamic Inner London borough with a reputation for consistent achievement and stability. We have a diverse population of nearly 300,000 residents, excellent access to Central London, and open spaces that cover over a fifth of our borough. We wish to appoint a new Chief Executive to work in partnership with a new Mayor – who will be elected from May 2018.

Sir Steve Bullock and Barry Quirk have created an impressive legacy, but the challenges ahead remain numerous. We need to modernise and transform services within an ever-tightening financial framework, sustain partnerships in key areas, and create improved educational opportunities for our people. It's vital we work with local communities to provide a focus for regeneration – providing both jobs and homes.

As Chief Executive, you will come with an impressive track record. An inspirational leader, you instill confidence and trust among elected members, partners and staff. You will understand the nature of the critical relationship with a directly elected mayor, whilst serving the whole Council. Passionate in your determination to deliver excellent services, you will have a keen commercial awareness. You will also have the ability to think creatively about the Council's role as enabler, as well as a provider of services.

An understanding of the central importance of diversity, both as an employer and as a service provider, is an essential requirement for candidates. This, together with your track record, personal credibility and outstanding interpersonal skills, will help you create Lewisham's future.

Closing date for applications: 9am Monday 8th January 2018



## Appendix B

### CHIEF EXECUTIVE:- JOB DESCRIPTION

#### JOB PURPOSE

To provide outstanding strategic and organisational leadership across the key responsibilities of the role.

#### KEY RESPONSIBILITIES

##### Corporate and Organisational Leadership

1. To be the Council's Head of Paid Service and Principal Adviser to the Mayor, Council, Cabinet and Committees.
2. To provide leadership and direction to the Council's Executive Management Team in delivering agreed strategies, plans and programmes.
3. To work in close co-operation with the Mayor to ensure that his/her priorities are integrated within the Council's overall plans and programmes, and are delivered accordingly.

4. To provide visible and inspirational leadership to the organisation, role modelling its values and being accessible and approachable.
5. To provide the interface between Members and Senior Officers and to ensure that protocols and processes exist designed to promote effective joint working and ease of communication.

### **Performance and Quality**

1. To ensure that the capacity of the organisation is consistent with a requirement to deliver high quality services in an efficient and effective manner.
2. To promote an attitude and a culture which values innovation and creativity.
3. To ensure that rigorous performance management systems exist throughout the organisation designed to monitor and review the overall effectiveness of the Council.
4. To promote continuous improvement across all service areas.
5. To champion an approach to individual and collective learning and development within the organisation.

### **Partnerships**

1. In close co-operation with the Mayor, to provide leadership in developing and sustaining partnership working at a local, regional and national level, to ensure the best outcomes for Lewisham residents
2. To ensure that the full organisational strengths of the local authority are deployed to the maximum beneficial effect when working with partners to deliver programmes of sustainable investment.

### **Communications and External Relations**

1. To work with the Mayor, elected members and chief officers in promoting Lewisham locally, regionally and nationally.
2. To develop programmes of local engagement and communication within the Borough with stakeholders and local communities designed to promote the work of the Council and to deepen the Council's own understanding of those it exists to serve.

### **Diversity**

1. To promote and celebrate the diversity represented in Lewisham and to ensure that this is central to the work of the Council both in terms of policy development and implementation and also to the style and culture of the organisation as a service provider and as an employer.
2. To personally act as a champion and role model for diversity.

### **Statutory Accountabilities**

1. The role is designated as Head of Paid Service and is a statutory appointment under the provisions of section 4 of the Local Government and Housing Act 1989.
2. To be the Returning Officer and the Electoral Registration Officer for the London Borough of Lewisham.

3. To fulfil such other statutory responsibilities that may be the responsibility of the Councils Chief Executive / Head of Paid Service, from time to time.

### **Other Appointments**

1. The post-holder may, with the Councils permission, be appointed to outside bodies and external agencies as an executive, non-executive or representative of the Council, consistent with the roles and responsibilities of the post of Chief Executive.

### **Emergency Planning**

1. Act as Gold Command for Lewisham in respect of emergency planning as well as acting as Gold Command at a London level on a rotational basis

### **Other Appropriate Duties**

1. The needs and requirements of the role of Chief Executive necessarily change and evolve over time. This job description provides an outline of current priorities. The post-holder will be required to undertake other duties and responsibilities considered appropriate to the role.

## **CHIEF EXECUTIVE:- PERSON SPECIFICATION**

### **KNOWLEDGE**

1. A detailed knowledge and understanding of the role of local government within wider public service provision. An appreciation of the difference a high performing local authority can make to the lives of its residents.
2. An understanding of the complex network of partnerships, contractual relationships, third sector and community involvement in providing quality public services.
3. A knowledge of the financial framework in which local government operates, the constraints and opportunities which exist and strong commercial awareness.
4. An understanding of the political environment in which both the local authority and Chief Executive operate. In particular an appreciation of the role of a directly elected mayor and the implications for both governance and working relationships.

5. An understanding of the complex dynamics of local government in London.

## **EXPERIENCE**

1. Significant and demonstrable achievement at a senior level within a large and complex public services oriented (or similar) organisation.
2. Experience of managing resources effectively to deliver identifiable outcomes- to include the management of people, finance, land and buildings.
3. Leadership of successful change programmes which have delivered sustainable service improvements with measurable outcomes.
4. The management of relationships and partnership working across organisational boundaries at a strategic level delivering service improvements and demonstrable benefits to local communities and residents.
5. Proven track record of achievement in promoting community cohesion, diversity and equal opportunities.
6. A detailed knowledge and understanding of how to promote equality and diversity both as a service provider and as the Head of Paid Service.

## **SKILLS AND ABILITIES**

1. An ability to build relationships, inspire confidence and trust, and provide a clear sense of direction.
2. A demonstrable ability to generate innovative and creative solutions to challenging and complex problems.
3. A clear and analytical thinker combined with the communication, negotiation and influencing skills required to secure support for implementation and delivery.
4. An ability to provide succinct, clear and timely advice based on consultation but with full personal accountability.
5. Proven ability to manage organisational and individual performance to deliver strategic objectives with identifiable benefits for communities and individuals.
6. The ability to develop, support and role model a culture which is positive, innovative, focussed on quality and high performance in which staff are valued and encouraged.

## **PERSONAL QUALITIES**

1. Resilience and a capacity to manage a complex and demanding workload. An ability to deliver under pressure.
2. A passion for public service and a commitment to secure the best possible outcomes for communities and individuals in Lewisham.
3. A belief in achievement through others-an empathetic style which values a range of contributions and is committed to organisational and individual development.
4. A highly visible individual both within the organisation and externally approachable, accountable and responsive.
5. Ambitious and driven for the Council, Lewisham, partners, local communities and themselves.

## **QUALIFICATIONS AND COMMITMENT TO PERSONAL DEVELOPMENT**

1. A degree or relevant professional qualification.
2. A commitment to refreshing and renewing skills and knowledge or new learning where required to meet the demands of the post.
3. An ability and willingness to seek feedback on performance in the role and self-reflect and adapt as appropriate. e.g. impact on others, personal style and behaviours.