

CONFIDENTIAL Minutes of the Meeting of the Interviewing  
(Corporate Directors) Committee held at  
Knowle, Sidmouth, on Wednesday 5 January 2011

**Present:** Councillors:  
  
Sara Randall Johnson  
  
Vivienne Ash  
Graham Brown  
Geoff Chamberlain  
Ray Franklin  
Peter Halse  
Andrew Moulding

**Also Present** Mark Williams, Chief Executive  
Karen Jenkins, Head of Organisational Development  
Diana Vernon, Democratic Services Manager

The meeting started at 4.00 pm and finished at 5.30 pm.

\*1 Exclusion of the Public

**RESOLVED:** that the classification given to the documents to be submitted to the Committee, be confirmed, and that the reports relating to exempt information, be dealt with under Part B.

\*2 Background

Membership of the Committee had been agreed at the Annual Meeting of the Council in May 2010.

At its meeting on 8 December 2010, the Council had supported the recommendations of the Executive Board (Minute 129 of 1.12.10 refers) that, subject to necessary consultations, the proposed restructure of the Council's staffing establishment be agreed in order to help address the predicted budget deficit over the next few years whilst retaining enough capacity to manage the Council's business. The restructure would retain the current shared Chief Executive arrangements, the appointment of two Deputy Chief Executives and of four Heads of Service (following the appointment of the Deputies) subject to clarification of areas of responsibility and approval of terms and conditions. An external consultation would be appointed to provide input into the recruiting process, including, where appropriate, external interviews.

\*3 Exclusion of the Public

**RESOLVED** that under Section 100(A) (4) of the Local Government Act 1972 the public (including the press) be excluded from the meeting as exempt information, is likely to be disclosed and on balance the public interest is in discussing the items in private session (Part B).

\*4 Job Descriptions and Person Specifications and Interviewing Process

Members considered the draft Job Descriptions and Person Specifications for the posts of Deputy Chief Executive in the Council’s new structure. It was essential for the people appointed to these posts to have the necessary skills including project based thinking. Each of the posts would have its own areas of responsibility; one would deal with Council/business operations and the other with District-wide development and partnerships. The post-holders would draw project teams from Council sections and services and would be responsible to elected Members for delivery.

The Person Specifications clearly stated the background skills and experience necessary for the roles. When appointed, both of the Deputy Chief Executives would help to transform service delivery, working together with the Chief Executive to achieve best outcomes. The Deputy Chief Executives would not have line management responsibilities. The Heads of Service would be accountable for their own service and would report to the Chief Executive. The Committee recognised the importance of top level cover which could be achieved through flexible working hours and use of electronic communication.

The Committee was advised that the post of Deputy Chief Executive Transformation and Systems Thinking was substantially the current role of the existing Deputy Chief Executive and that this post-holder would continue to perform this role in the new structure. The Job Description of the Deputy Chief Executive - Transformation and Systems Thinking clarified this role as leading and improving service delivery.

The Job Description of the Deputy Chief Executive – Development, Regeneration and Partnership reflected the Government Big Society and localism initiatives and the intention for local government to move from being responsible for direct delivery of services to an enabling role with delivery particularly through the private sector. The post-holder would build partnerships as a means of developing and regenerating local sustainable communities. The Council would be increasingly reliant on external sources of funding.

There had been initial discussions with the existing Corporate Directors in respect of the new structure and one had indicated a possible willingness to consider voluntary redundancy.

- RESOLVED:**
- (1) that subject to minor amendments to wording, the draft Job Descriptions and Person Specifications for the Deputy Chief Executives, be approved,
  - (2) that a selection interview be arranged for the post of Deputy Chief Executive – Development, Regeneration and Partnership (suggested date of 21 January 2011) for the internal candidate; the Committee to rely on the Person Specification for the post as the benchmark to ensure that the interviewee has the right skills sets and experience to carry out the role as set out in the Job Description,
  - (3) that the post-holder for Deputy Chief Executive – Transformation and Systems Thinking be invited to make a presentation to the Interviewing Committee to outline her vision for the future,
  - (4) that an external recruitment consultant be appointed to provide input into the selection process,
  - (5) that if the post of Deputy Chief Executive – Development, Regeneration and Partnership remains unfilled following the interview of the internal candidate, the post be advertised and external candidates shortlisted.

CONFIDENTIAL Minutes of the Meeting of the Interviewing  
(Corporate Directors) Committee held at  
Knowle, Sidmouth, on Friday, 21 January 2011

**Present:** Councillors:  
  
Sara Randall Johnson  
  
Vivienne Ash  
Geoff Chamberlain  
Ray Franklin  
Andrew Moulding

**Also Present** Mark Williams, Chief Executive  
Karen Jenkins, Head of Organisational Development  
Diana Vernon, Democratic Services Manager

**Apologies** Councillors:  
  
Graham Brown  
Peter Halse

The meeting started at 10.15 am and finished at 12.40 pm.

\*5 Minutes

The confidential minutes of the meeting of the Interviewing (Corporate Directors) Committee held on 5 January 2011 were confirmed and signed as a true record.

\*6 Exclusion of the Public

**RESOLVED:** (1) that the classification given to the documents to be submitted to the Committee, be confirmed, and that the reports relating to exempt information, be dealt with under Part B.  
  
(2) that under Section 100(A) (4) of the Local Government Act 1972 the public (including the press) be excluded from the meeting as exempt information, is likely to be disclosed and on balance the public interest is in discussing the items in private session (Part B).

\*7 Deputy Chief Executive – Development, Regeneration and Partnership

The Chief Executive advised Members that the proposed interview of the internal candidate for the Deputy Chief Executive – Development, Regeneration and Partnership had been postponed and gave the reasons for this. Meetings had taken place to try to resolve the issues raised and an up-date would be provided at the next meeting.

\*8 Deputy Chief Executive – Development, Regeneration and Partnership

The current Deputy Chief Executive's current role was substantially similar to the agreed Job Description for the new post of Deputy Chief Executive – Transformation and Systems Thinking and therefore would be part of the new structure. The Deputy Chief Executive, Denise Lyon had been invited to make a presentation to the Interviewing Committee to outline her vision for the future.

The Deputy Chief Executive outlined and welcomed the wide spectrum of work in the Job Description and how she saw her role in progressing the Council's vision and priorities. The framework for growth was already in place and the principles of systems thinking were now largely embedded in front line services. This approach had significantly improved the Council's service delivery and achieved savings in time and resource. She believed that systems thinking could equally be applied to the Council's strategic direction and that the Big Society initiative and localism agenda underlined this thinking. Feedback from customers would continue to improve service delivery. The Deputy Chief Executive would also be outward looking to anticipate and analyse trends and change in the wider environment and learn from examples of best practice.

The Deputy Chief Executive referred to challenges and opportunities ahead and to the importance of flexibility within the organisation and proper use of skills and resources.

She advised that she would work with Councillors to meet the Government's proposal to change the Standards regime and ensure that the public expectation of high standards in public life was met.

The Deputy Chief Executive answered questions from the Committee on a range of issues including:

- The localism agenda
- Total place
- Maintenance of standards in public life
- Partnership working
- Communications
- Project teams
- Out-sourcing
- Role of elected Members
- Timescales
- The proposed new structure, service groupings and reporting lines
- Mentoring
- How the two Deputy Chief Executives will work together and with the Chief Executive

The Leader thanked the Deputy Chief Executive for her informative presentation and the positive insight she provided during the question and answer session.

**RESOLVED:** that the Deputy Chief Executive, Denise Lyon, be confirmed to the post of Deputy Chief Executive – Transformation and Systems Thinking in the new Council structure.

The Deputy Chief Executive left the meeting after her presentation and questions.

\*9 New structure – 3<sup>rd</sup> tier

A paper showing the new Council structure which had been agreed by Council was circulated to Members of the Committee. The new structure at 3<sup>rd</sup> tier (Head of Service level) would comprise 4 Heads of Service (Housing, Economy, Environment and Finance) and 3 Corporate Managers within the Chief Executive Support Team (Human Resources/Communications, Legal/Democratic Services/Elections and IT).

The possible contents of the Job Descriptions and Person Specifications were discussed and the Chief Executive agreed to bring full details to the next meeting for further discussion.

The Committee discussed the proposed structure within the Chief Executive Support Team and the inclusion of Corporate Managers who would use their expertise and specialism to support the organisation and its priorities.

The Committee recognised the importance of appointing Officers who had the right skills sets to meet the requirements of the posts in the new structure.

- RESOLVED**
- (1) that Job Descriptions and Person Specifications for the Heads of Service positions in the new structure be referred to the next meeting of the Interviewing Committee for consideration,
  - (2) that Job Descriptions and Person Specifications for the new Corporate Manager positions in the new structure be referred to the next meeting of the Interviewing Committee for consideration,

(Karen Jenkins, Head of Organisational Development left the room during the discussion on her existing post and the proposed Corporate Manager posts).

Chairman ..... Date .....