

APPOINTMENTS PANEL AGENDA



Friday 17 April, 2015

at 9.30 am

**in Committee Room A,
Civic Centre, Hartlepool.**

MEMBERS: APPOINTMENTS PANEL:

Councillor S Akers-Belcher, Chair of the Council
Councillor C Akers-Belcher, Leader of the Council
Councillors Ainslie, James, Lilley, Martin-Wells, Simmons and Thompson

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. MINUTES**
 - 3.1 To confirm the minutes of the meeting held on 24 March, 2015.
- 4. ITEMS REQUIRING DECISION**
 - 4.1 Director Child and Adult Services Appointment – *Chief Executive / Assistant Chief Executive*
- 5. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**



APPOINTMENTS PANEL

MINUTES AND DECISION RECORD

24 MARCH 2015

The meeting commenced at 9.00 am in the Centre for Excellence in Teaching and Learning, Hartlepool

Present:

Councillor: Stephen Akers-Belcher (In the Chair)

Councillors: Jim Ainslie, Marjorie James, Ray Martin-Wells, Chris Simmons and Paul Thompson.

Also Present: Councillor Carl Richardson as substitute for Councillor Christopher Akers-Belcher in accordance with Council Procedure Rule 5.2.

Officers: Gill Alexander, Director of Child and Adult Services
Rachel Clark, HR Business Partner
Amanda Whitaker, Democratic Services Team (part of meeting only)

20. APOLOGIES FOR ABSENCE

Councillor Christopher Akers-Belcher

21. DECLARATIONS OF INTEREST BY MEMBERS

Councillors Simmons declared a personal interest in Minute No.25.

22. MINUTES

The minutes of the meeting held on the 10 March, 2015 were confirmed.

23. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT

None.

24. LOCAL GOVERNMENT ACCESS TO INFORMATION

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following item of business on the grounds that it involves

the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute 25 - Assistant Director (Education, Learning and Skills 0-19) Appointment (Para 1 – This item contained exempt information under Schedule 12A of the Local Government Act 1972 namely, information relating to a particular employee, former employee or applicant to become an employee of the Council.

**25. ASSISTANT DIRECTOR (EDUCATION, LEARNING AND SKILLS 0-19)
APPOINTMENT – *Director of Child and Adult Services***

The Panel interviewed candidates for the position of Assistant Director (Education, Learning and Skills 0-19). The candidates provided a presentation on the selected topic and then answered questions that had been agreed by the Panel.

Decision

The decision of the Panel is set out in the exempt section of the minutes.

The meeting concluded at 1.15 p.m.

CHAIR



APPOINTMENTS PANEL

17th April 2015

Report of: CHIEF EXECUTIVE / ASSISTANT CHIEF EXECUTIVE

Subject: DIRECTOR OF CHILD AND ADULTS APPOINTMENT

1. PURPOSE OF REPORT

- 1.1 To consider and agree the arrangements for the selection process, and the dates for interviews in respect of the following post:

Director of Child and Adults

This report has been compiled following discussions between the Chief Executive and current Director of Child and Adults (Chief Executive designate).

2. BACKGROUND

- 2.1 The current Director of Child and Adults has been appointed to the post of Chief Executive and will take up this post on 1st June 2015.

For each of the potential elements of the recruitment process for Members to consider at this meeting the costs are summarised in **Appendix D**.

3. PROPOSED RECRUITMENT PROCESS

3.1 Job Description and Person Specification

The job description is based on a generic job description for the role of Director of Child and Adults within HBC. Specific areas of responsibility based either in statute or to reflect local needs, have then been added into the job descriptions. The Job description and person specification are attached as **Appendix A**. The salary for the post is currently £100K to £110K.

3.2 Recruitment process

The initial question in terms of the recruitment is outlined for Members below. There are two key options available to Members in the recruitment to this post and based on the determination of this by Members the appropriate timescales can be determined and which are elsewhere in this report.

Option A - An internal recruitment campaign is exhausted before external recruitment is considered.

Option B – The post is advertised externally without there being an internal process first.

Members determination around these options are likely to influence their consideration of those aspects of the report outlined below.

3.3 Promoting the Post

As an alternative to providing traditional paper based information packs it is proposed to establish a recruitment microsite within the Council's website (should the post be advertised externally). It provides an ideal medium for providing information to potential candidates and can be reused for additional recruitment campaigns, if these arise in the future. This is a standard approach for posts of this nature.

3.4 External Recruitment – Advertising Costs

The Appointments panel need to determine whether the post is

- i) Advertised using the Local Authority's preferred advertising agency, TMP to prepare and place an advertisement for the post in the most appropriate local and national media. The proposed publications and anticipated costs for this are at **Appendix B**
- ii) Advertised using online mechanisms and other methods. The anticipated costs for this are at **Appendix B**

In either of the considerations attached at **Appendix C** is a draft advert style to advertise via Sector 1 and other media. NB An advert would be used for external (option B) only.

3.5 Executive Search

The Panel need to determine whether to use executive search. The use of a recruitment agency for an initial Executive Search has the potential to identify a greater pool of suitable candidates nationally and means that the Council are not relying on advertisements alone to attract candidates for such senior posts and therefore they can use their national networks to directly contact potential candidates.

Initial approaches have been made to six recruitment consultants and an outline of their proposal and associated costs are attached at **Appendix D**. The costs for this vary significantly between providers (they are providers who have been approached previously for similar exercises).

3.6 Technical Interviews

The Panel need to determine whether they will have, as part of this process, technical interviews of each of the candidates. If the Panel determine to have

technical interviews these would be will be completed by a panel of experts including (it is proposed) the Director of Child and Adults or similar of another organisation and an external independent assessor. The independent assessor is a co-interviewer and someone who is well regarded as an expert in a particular sphere of Local Government.

Technical interviews are a rigorous interview that will test out the candidate's abilities against the job description that will last up to one hour. Once candidates have been interviewed, a written technical assessment report will be produced on each candidate, scored against the appointment criteria in the person specification and used to support the panels consideration of the potential candidates.

Additionally, an appraisal report on each candidate will be produced. This will address such areas as motivation for the post, understanding of the roles, and will draw out key strengths and weaknesses of the candidates.

3.7 Other Candidate Assessment

The Panel need to determine whether to utilise any other selection methods for potential candidates. There are a range of options available

- In-tray exercise. This would be used to further assess candidates' response to typical work-based scenarios in a pressured situation and would be assessed by the nominated recruitment consultant, with a summary provided to Members.
- Stakeholder Panels. The Appointments Panel will receive feedback on the stakeholders' perceptions of the candidates. Recommendations for the Stakeholders panels to include; partners, Local Authority Stakeholders, staff and members.
- Meet and Greet. A session whereby members and senior officers have the opportunity to meet the candidates.

4. Summary of potential costs and funding arrangements

- 4.1 The costs of the alternative recruitment options are detailed in Appendices B and D and are summarised below. The table shows the costs vary depending on the detailed options approved by Members. For Members information the minimum and maximum costs are shown based on the detailed information provided in the appendices.

Advertising (Appendix B)	£' (min)	£ (Max)
External Recruitment – Advertising Costs ½ page advert	4,750	24,000
External Recruitment – Online Recruitment	1,495	1,900
Total Advertising cost	6,245	25,900

Executive Search (Appendix D)	£' (min)	£ (Max)
External Recruitment – Executive search costs *	N/A	18,000
External Recruitment – Technical Interviews	2,000	2,500
External Recruitment – Other candidate assessment	750	4,000
External recruitment - Other	1,200	5,750
Total Executive search	3,950 **	29,250#

	£' (min)	£ (max)
Total Advertising and Executive Search costs	10,195	55,150

* Only one provider provided costs for this

**This figure does not include advertising and technical assessor costs which will be an additional charge. It is envisaged that after including these costs this company will still provided the lowest overall cost.

This figure does not include advertising costs which will be an additional charge.

The Chief Finance Officer has advised that there may be a gross monthly saving of £12k, before any back filling arrangements, for each month the post remains vacant. In normal circumstances the residual balance of the above costs would be funded from any in-year savings within the Child & Adults departmental budget. At this stage it is not known if there will be an under spend against the Child & Adult s departmental budget in 2015/16. Therefore, in the event that there is not an under spend, or it is insufficient to meet these costs the Chief Finance Officer has suggested the unfunded costs will need to be a first call on any Corporate under spends which may be achieved in 2015/16.

5. FINAL INTERVIEWS

5.1 The Panel will need to determine the format for the Final Interviews.

It is proposed that candidates will have prepared a ten-minute presentation and there will be a set time for formal questions. The Panel need to determine the questions to form the basis of the presentation.

A list of questions will be provided for the Panel to consider from, and also the specific areas on each candidate that they may wish to probe. It is proposed that these are generated by (dependant upon other related decisions) either;

- i) the Technical Interview Panel (if members determine to have this as part of the process)
- ii) the nominated recruitment consultant
- iii) questions used for previous Director of Child and Adult recruitment

Once final interview dates have been agreed together with a shortlist, Members need to decide at what time they will start the process and at what time they wish to break for lunch (should this be necessary).

6. TIMETABLE

- 6.1 It is proposed that the first Appointments Panel to be held will agree the selection process and documentation with further Appointments Panel meetings to be held to longlist and/or shortlist candidates should this be required. If Members determine to exhaust the internal avenue first they may wish to go straight to interview applicants. Dependant upon this decision a final Appointments Panel may interview the shortlisted candidates.
- 6.2 Illustrative timetables for the Director of Child and Adults vacancy are attached as **Appendix E**. The timetables produced are illustrative as the exact timescales will better be determined when members have considered the options identified in this report.

7. CONCLUSIONS

- 7.1 The information outlined in the report provides Members with a range of information and decisions required in respect of the overall recruitment process for the Director of Child and Adults post and the potential stages within it. A number of the stages and decisions are interlinked and members will see this from the report.
- 7.2 The report has been compiled to ensure that Members have the full information of the various recruitment options and the associated costs. The report recommended that if the Panel determine to go for external recruitment that adverts should be placed in suitable publications and that there should be technical interviews of potential candidates as a minimum from the options provided.

8. RECOMMENDATIONS

- 8.1 The Panel considers and agrees / amends as appropriate:
- The Job Description and Person Specification for the role
 - The preferred option for the recruitment process either
 - Option A - An internal recruitment campaign is exhausted before external recruitment is considered.
 - Option B – The post is advertised externally without there being an internal process first.
 - The draft advert
 - If the Panel determine Option A above are Members satisfied for the next meeting of this panel to be interviews of those applicants applying
 - If the Panel determine Option B above (external advertising) the panel need to determine the method of advertising and associated costs
 - Whether to utilise an Executive Search and if so, agree the associated costs
 - Whether to have Technical Interviews for the post and if so, agree who should undertake these and any associated costs.
 - Whether there should be

- An in tray exercise for candidates
 - Stakeholder panels with candidates
- That the final interview process should comprise presentation and interview and
 - The presentation title
 - The mechanism for a long list of questions to be generated for Panel members to consider
- To the establishment of a micro site for the promotion of the post and for applications
- Agree the documentation, process and overall timetable, dependant upon the chosen recruitment method and candidate assessments for the appointment to the post of Director of Child and Adults.

9. CONTACT OFFICER

Andrew Atkin
Assistant Chief Executive
01429 523001

Appendix A

Hartlepool Borough Council Job Description

Job Title: Director of Child & Adult Services

Reports to: Chief Executive

Role Remit & Responsibilities:

Corporate Remit

1. As an active member of the Corporate Management Team support the Chief Executive; set, deliver and monitor the vision, strategic direction and core values of the Council and provide a clear sense of direction, optimism and purpose.
2. Lead key corporate areas of activity, organisation development and council wide / cross-departmental strategies and policies for the Council linking with whole organisation initiatives which are positive, forward thinking, results orientated, risk aware and customer focused.
3. Establish and foster working partnerships to promote collaborative working nationally and locally that enhance current and future service delivery and actively promote success and achievements.
4. Ensure the Council is central to local, sub regional, regional and national initiatives and partnerships, influencing decision making which has an impact on Hartlepool.
5. Ensure employees feel valued and understand their role in achieving the Council's vision and objectives in a supportive and learning environment which protects and enhances their personal well-being.
6. Through personal example, open commitment and clear action, value and celebrate the diversity of communities and the organisation and ensure that equalities policies are implemented in both service delivery and employment practices.
7. Responsible for influencing relevant national and regional organisations and partners

Specific Role Functions

8. The Director of Child & Adult Services is appointed to carry out all of the statutory functions which relate to the Child & Adult Department.

Service Remit

9. Develop and articulate the Council's vision for a service department and ensure its delivery to meet statutory obligations, policy objectives and value for money.

10. Optimising service performance and delivery, ensuring efficient and effective use of the services available resources (financial, human and physical) and the commitment to improve within a whole systems approach.
11. Responsibility for maximising the availability of all funding sources to enhance service delivery.
12. To ensure, support and develop effective cross departmental and organisational working.
13. Responsible for ensuring effective engagement with regard to sub-regional and regional activity.
14. Responsible for the provision of the following:-

Area	Functions included
<ul style="list-style-type: none"> Children's Services 	Safeguarding, Assessment & Support, Children looked after and leaving care, Children with disabilities, Fostering and adoption, Safeguarding and Review/ Independent Reviewing Officers, Local Safeguarding Children Board, Children's Strategic Commissioning, Parenting and Acorn Team, Integrated Youth Support Services, Youth Offending Service, Early Intervention and Prevention Services, Extended School and Children's Centre development, Sure Start Early Years Team (including Play), Principal Social Worker (Child and Adults)
<ul style="list-style-type: none"> Education 	School improvement monitoring, challenge support, Curriculum development and enrichment, Performance management and self-evaluation, Pupil Referral Unit, ICT in schools, Transformation of Learning, Primary Capital Programme, Social and Educational Inclusion, School Transformation, Special Educational Needs, Educational Psychology, Early Years Foundation Stage, School Capital (in partnership with R&N), School Admissions and School Place Planning, Departmental Administration
<ul style="list-style-type: none"> Adult Services 	Older Peoples Commissioning, Mental Health Commissioning, Commissioning for Working Age Adults, Social Care Transformation, Adult Social Work Teams (Older People, Learning Disabilities, Physical Disabilities, Sensory Loss), Safeguarding Vulnerable Adults, Integrated Mental Health Services, Occupational Therapy, Early Intervention and Reablement, Assistive Technology, Carers, Direct Care and Support Services, Day Services, Commissioned Services Team, Performance

	Management and Management Information
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The work of Local Government changes and develops continuously. The above functions should not be therefore regarded as immutable.

15. Responsible for the co-ordination of delivery of services, ensuring they are undertaken in a responsive manner.
16. Responsible for maximising the extent to which services are delivered directly to the user.
17. Responsible for ensuring the appropriate risk, financial and service management arrangements for the service are in place.

Person Specification

Part One

1. A proven track record of consistent and demonstrable achievement at a senior management level within an organisation of comparable scope and complexity and with a developed understanding of the issues facing the Child & Adult Services Department including the areas of Schools, Community Services, Commissioning, Adult Social Care, Children's Social Care, Resources & Support Services and Targeted Services.
2. Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation.
3. A demonstrable track record of leading, motivating and managing multi-disciplinary teams to achieve high performing and significant, sustainable service improvements and outstanding results, through internal and external partnerships.
4. Experience of developing and sustaining a culture that meets the needs of and engages with customers and staff within a safe, open and high performing working environment.
5. Evidence of establishing a performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and the management of diverse staff groups.
6. Extensive experience and demonstrable success in the generation and management of major organisational and cultural change.
7. Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
8. A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects.

9. A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
10. A proven track record of working effectively at both regional and sub-regional levels.

Part Two

Knowledge, Skills & Abilities:

1. High degree of political awareness and capable of working effectively with the political dimension; working at the boundary of politics and management, building strategy in relation to members and maintaining effective relationships with members.
2. Ability to lead, change & develop the organisation whilst, maintaining consistency with corporate values and ethics, working with uncertainty, ambiguity and change and developing appropriate relationships with staff and managers.
3. Maintain personal perspective and self-knowledge by maintaining continuous professional development and developing personal resilience and skills.
4. Ability to develop effective external relationships including being a champion for the local authority and working with communities and other agencies.
5. Maintain focus on strategic and long term issues by developing and holding a vision/strategic view and an awareness of the organisations strategic capacity.
6. Create a supportive learning and self development environment where a culture of learning is promoted, constructive feedback on him/herself and the service provided is encouraged.
7. Clarifies individual and team direction, priorities and purpose by clarifying objectives and boundaries and being team orientated to problem solving, decision making and to identifying values.
8. An inspirational communicator, networker and achiever; capable of communicating the vision of the organisation and service to a wide network of internal and external stakeholders; gaining the confidence and support of various groups through sensitivity to needs; and achieving organisational goals.

Personal Style & Behaviour

9. A corporate leader and effective manager who is energetic, determined, positive, robust and resilient enough to cope with the demands of the role.
10. An enthusiastic and effective ambassador for the Council with a strong commitment to improving its performance and its ability to meet the needs of the communities it serves.
11. An excellent role model, promoting high standards of ethical behaviour, probity, integrity and honesty, with credibility across a wide range of audiences and respect for all.
12. An innovator and motivator, who can promote new and creative thinking and a corporate focus to achieving the Council's objectives and continuous improvement, best value, service excellence and equal opportunities.

13. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
14. A shrewd, intellectual, creative, strategic and lateral thinker.

April 2015

APPENDIX B

Advertising

Proposed external advertising media & associated costs.

The costs included in this appendix are approximate / indicative and would need to be confirmed at the time of advertising

Management Journal

¼ Page Editorial and ¼ Page - Advert Rate **£ 5,250**

¼ page full colour teaser advert – week preceding main advert

A ¼ page advert + ¼ page editorial - right hand page placement

½ Page Editorial & 1/2 Page Advert Rate **£ 7,500**

¼ page full colour teaser advert – week preceding main advert

A ½ page advert + ½ page editorial - right hand page placement

½ Page Advert Only Cost: **£ 4,750.00**

¼ page full colour teaser advert – week preceding main advert

½ page advert full colour - right hand page placement

All options include:

- Fully targeted and bespoke email to every Director of Child and Adults, Director of Children, Directors of Adults and appropriate Assistant Directors using data from the MYB
- Front Page Strip - creative advert sign posting to the main advert on the front page
- Standard text listing, button and featured job online on www.LocalGov.co.uk
- Standard text listing and button online on www.CareersForLeaders.com
- A button online on www.theMJ.co.uk
- Inclusion within the Page 4 Jobs Preview - reference within the news pages of the magazine to gain maximise coverage
- Further coverage across both The Management Journals' LinkedIn and Twitter platforms
- A re-run of just the advert the following week

Guardian

½ Page mono **£10,600** to feature in Executive Senior Section– includes free enhanced listing.

½ Page Colour **£13,250** to feature in Executive Senior Section – includes free enhanced listing.

½ Page Mono **£12,200** to feature in first 3 pages of recruitment section (Exec roles) - Includes free enhanced listing.

½ Page Colour **£15,250** to feature in first 3 pages of recruitment section (Exec roles) - Includes free enhanced listing.

¼ page Mono **£7,500** to feature in Executive Senior Section – includes free enhanced listing.

¼ page Colour **£9,000** to feature in Executive Senior Section – includes free enhanced listing.

¼ page Mono **£9,000** to feature in first 3 pages of recruitment section (Exec roles) - Includes free enhanced listing.

¼ page Colour **£10,500** to feature in first 3 pages of recruitment section (Exec roles) - Includes free enhanced listing.

Online J Pack: Campaign **£1,900** – Includes Listing, Enhancement, Banner & Button (100,000 page impressions), Behavioural Targeting, keyword Sponsorship, Ten CV Matches – Please note this can be added to any Print package for extra coverage.

The Sunday Times

½ Page Colour to feature in Public Sector Section/Back Page **£24,000**

¼ Page Colour to feature in Public Sector Section/Back Page **£14,000**

**includes one advert on the tablet version and online version of The Sunday Times*

Jobs Go Public

Campaign Package: **£1495** – Includes Feature Job Listing, Button (ROS), MPU

Appendix C

Draft Advert (for illustrative purposes)



**CHILD & ADULT SERVICES DEPARTMENT
CHILD & ADULTS MANAGEMENT TEAM**

Director of Child & Adult Services

Ref: SR-101015

£100,000 - £110,000 pa plus relocation expenses

Permanent – Full-time

Do you have the vision, skills, confidence, credibility, innovation and passion to deliver our aspirations?

With a track record of excellence, Hartlepool is an ambitious Council which aims to be even better. We may be one of the smallest unitary Councils in the country, but there is nothing modest about our ambitions. We are looking for a talented and ambitious individual to lead a vibrant and dedicated team to contribute to our vision.

The Council is ambitious and constantly striving to make the town a better place for people to work and live. Local pride and community spirit, highly effective working relationships with our partners and our residents make this an exciting, challenging and dynamic opportunity to shape the future direction of services in Hartlepool by working with elected members and the senior management team to engage and inspire our workforce and community.

If you have substantial experience and success in managing at a senior level in the public sector and are able to demonstrate a commitment to the delivery of top quality public services, then we would like to hear from you.

You must be an innovative thinker, networker and focused on outcomes that make real difference and be capable of delivering priorities. You will provide a strategic focus on standards and possess the initiative to achieve and sustain excellence through innovation and tenacity. The council is committed to developing its Educational Services and experience and/or knowledge in this area would be advantageous. We want to use your significant aptitude for managing change, leading and inspiring others to build on previous successes and address remaining challenges, making a real difference within Hartlepool.

Hartlepool Borough Council is committed to safeguarding and promoting the welfare of children and young people. This post is subject to safer recruitment measures including an enhanced check via the Disclosure and Barring Service.

For an informal and confidential discussion contact Dave Stubbs, Chief Executive on Tel: (01429) 523301.

All post information can be accessed via the Council's internet page on www.hartlepool.gov.uk/CASDirector. Your contact for general queries is Rachel Clark, HR Business Partner,
Tel: 01429 284346 or email rachel.clark@hartlepool.gov.uk.

Closing date: Friday 14 June 2013.

www.hartlepool.gov.uk
Hartlepool Borough Council is an equal opportunities employer.



APPENDIX D

Recruitment Consultant proposals and associated costs

Recruitment Consultant	Recruitment Method & Costs					
	External Recruitment Advertising	Executive search	Longlist & Technical Interviews	Other candidate assessment	Other	TOTAL
Jobs Go Public	£10,000 or £12,500 including microsite Full candidate search, attraction and selection (smartsearch fees are normally based on 10% of the role's upper salary scale)	No costs provided	£2,000 + panel member's expenses Technical Interviews (provided by People Resourcing)	£750 (up to 6 candidates. Additional candidates to be charged at £150 per candidate) Technical assessment and appraisal report for each candidate	£3,500 Microsite £200 Drafting of questions £200 Co-ordinating of panel arrangements £750+ expenses Representative on the panel £750 Production of summary report £350 Meet and Greet	From £18750 to £21250
Solace	£5,500 Recruitment up to closing date including: briefing meeting, design of	No costs provided	£1,750 Recruitment process from sifting to long-list meeting	£4,000 Recruitment process from short-list to final panel	Fees exclusive of expenses and VAT.	From £11250 (limited

	recruitment timetable, building bespoke microsite, placement on SOLACE in business website, Twitter, LinkedIn feeds, executive search (headhunting), response management (enquiries and processing of applications)		£2,500 Recruitment process from preliminary interviews to short-list meeting			advertising)
NRG	£TBC Advertising (To be supplied at cost)	£18,000 Search and selection			£1,200 Psychometric testing (based on 6 candidates) All prices quoted are net of VAT	From £19,200 No advertising

Appendix E

Both Timetables outlined below are illustrative only and can be amended based on the decisions of members in the first appointments panel meeting.

Table 1: Illustrative Timetable Internal Recruitment

NB this is based on a number of assumptions from the options in the report and is essentially based on Option A and proceeding to interview for all applicants with no stakeholder panels or technical interviews

Core Recruitment Process	
1 st Appointments Panel	w/c 13 th April 2015
Internal advert published	w/c 20 th April 2015
Closing date	w/c 4 th May 2015
Appointment Panel Final Interviews -Presentation -Questions	w/c 11 th May 2015

Table 2: Illustrative Timetable External Recruitment

NB this is based on Option B in the report and the inclusion of a number of those aspects included as options.

Core Recruitment Process	
1 st Appointments Panel	w/c 13 th April 2014
External advert published	w/c 20 th April 2015
Closing date	w/c 4 th May 2015
Optional Recruitment Methods	
Executive Search	w/c 20 th April 2015
Longlist	w/c 11 th May 2015
Report to Appointments Panel re: longlist	w/c 25 th May 2015
Technical Interviews	w/c 8 th June 2015
In-Tray exercises	w/c 8 th June 2015
Report to Appointment Panel re: shortlist	w/c 22 nd June 2015
Core Recruitment Process	w/c 13 th July 2015
Appointment Panel Final Interviews -Presentation -Questions	
Optional Final Recruitment Methods - Stakeholder Groups - Meet & Greet	w/c 13 th July 2015

NB if this timetable is followed the appointment panel will need to be identified at the council meeting in May 2015