

Public Document Pack

Peak District National Park Authority**Tel: 01629 816200**E-mail: customer.service@peakdistrict.gov.ukWeb: www.peakdistrict.gov.uk

Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE

**Our Values: Care – Enjoy – Pioneer**

Our Ref: A.1142/3324

Date: 23 December 2021



NOTICE OF MEETING

Meeting: **National Park Authority**Date: **Friday 7 January 2022**Time: **10.00 am**Venue: **The Palace Hotel, Buxton****(Venue site plan attached)**SARAH FOWLER
CHIEF EXECUTIVE

Link to meeting papers:

<https://democracy.peakdistrict.gov.uk/ieListDocuments.aspx?MIId=2398>

AGENDA

Venue Location Plan - Palace Hotel, Buxton

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|----|---|---------|
| 1. | Roll Call of Members Present, Apologies for Absence and Members' Declarations of Interest | 5 mins |
| 2. | Authority Chair's Report | 5 mins |
| 3. | Recruitment to post of Chief Executive (SF) (Pages 7 - 16)
Appendix 1

Appendix 2 | 60 mins |

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website <http://democracy.peakdistrict.gov.uk>

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected on the Authority's website.

Public Participation and Other Representations from third parties

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. However as the Coronavirus restrictions ease the Authority is returning to physical meetings but within current social distancing guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell. Public participation is still available and anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Head of Law to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting.

General Information for Members of the Public Attending Meetings

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. The Authority is returning to physical meetings but within current social distancing guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell, the venue for a meeting will be specified on the agenda. Also due to current social distancing guidelines there may be limited spaces available for the public at meetings and priority will be given to those who are participating in the meeting. It is intended that the meetings will be audio broadcast and available live on the Authority's website.

This meeting will take place at the Palace Hotel, Buxton. Information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk

Please note there is no refreshment provision available

To: Members of National Park Authority:

Chair: Cllr A McCloy
Deputy Chair: Mr J W Berresford

Cllr P Brady	Cllr W Armitage
Cllr C Farrell	Cllr D Chapman
Cllr C Greaves	Cllr C Furness
Prof J Haddock-Fraser	Cllr A Gregory
Ms A Harling	Mr Z Hamid
Cllr Mrs G Heath	Cllr A Hart
Cllr I Huddleston	Mr R Helliwell
Cllr D Murphy	Cllr C McLaren
Cllr V Priestley	Cllr Mrs K Potter
Cllr S. Saeed	Cllr K Richardson
Mr K Smith	Miss L Slack
Cllr D Taylor	Cllr P Tapping
Cllr J Wharmby	Mrs C Waller
Cllr B Woods	Ms Y Witter

Constituent Authorities
Secretary of State for the Environment
Natural England

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Committee Date:

Item Number:

Application No:

Grid Reference:

Title: Palace Hotel,
Buxton



**PEAK
DISTRICT
NATIONAL
PARK**

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3. RECRUITMENT TO POST OF CHIEF EXECUTIVE (SF)

1. Purpose of the report

- Agree in principle the proposed recruitment process
- Appoint a six Member' recruitment panel
- Agree proposed arrangements for the interim period between the Chief Executive leaving and a new Chief Executive starting

Key Issues

- The job description and person specification of the Chief Executive post is reviewed before advertising.
- It is proposed that the recruitment process be delegated to a Members' recruitment panel, chaired by the Chair of the Authority, with the remit to bring back a recommendation on the appointment of a new Chief Executive to the 20 May Authority meeting.
- It is proposed that interim arrangements are as set out in this report.

2. Recommendations

1. That the Authority proceeds, having noted the resignation of the current postholder, to appoint to the full-time post of Chief Executive (on an updated job description and person specification); Head of Paid Service and National Park Officer, at the existing salary grade (£88,985 - £94,456).
2. That the updated job description and person specification at Appendix 1 to this report be approved subject to any minor changes being delegated to Head of People Management (PM) in consultation with the Chair of the Authority
3. That the recruitment process as set out below and already started under delegated powers be agreed.
4. That a Members' recruitment panel of six Members be appointed (3 Secretary of State and 3 Constituent Authorities Members) and chaired by the Chair of the Authority – with the terms of reference to undertake the roles of the panel as set out in the report and to recommend to the Authority a Chief Executive appointment, noting that the appointment is subject to approval by the Authority meeting.
5. That the appointments for the statutory roles of Head of Paid Service and National Park Officer and the role of Interim Chief Executive (based on the current job description) and Deputy Chief Executive be as follows: -
 - 5.1 The current Deputy Chief Executive, Andrea McCaskie, Head of Law becomes the Interim Chief Executive, Head of Paid Service and National Park Officer for the period beginning with the last working day service of the current Chief Executive Sarah Fowler until the starting working day of the new Chief Executive.
 - 5.2 That an interim Deputy Chief Executive be appointed for the same period, and for that purpose authority is delegated to the current Head of Paid Service, in consultation with the Chair of the Authority. At the expiry of this period the interim post holder under 5.1 above shall revert to the role of Deputy Chief Executive for a period of 6 months to support the familiarisation and induction of the new Chief Executive.

How does this contribute to our policies and legal obligations?

3. The Chief Executive post is the Head of Paid Service and the Authority is required to appoint to this statutory role under Section 4 of the Local Government and Housing Act 1989. The Authority is also required by virtue of Schedule 7 of the Environment Act 1995 to have “at all times” a person appointed by the Authority to be responsible to the Authority for the manner in which the carrying out of its different functions is co-ordinated - A National Park Officer. Although it is possible to make other arrangements for fulfilling this role e.g. a shared Chief Executive post- this is not proposed and a full time replacement for the current post holder, but on an updated job description and person specification, is recommended. The updated job description and person specification are attached at Appendix 1.
4. Standing Orders require the appointment of an officer designated as the Head of Paid Service to be approved by the full Authority (Standing Orders 5.5). As part of the appointment process in respect of the National Park Officer, Natural England has to be consulted (Standing Orders 5.1 referring to the requirement of the Environment Act 1995) and further details on the role that Natural England will take in the recruitment process will be confirmed at this meeting.
5. This post plays a pivotal role in leading the Authority’s staff to achieve all our Corporate Strategy and National Park Management Plan outcomes, and to rise to future challenges and opportunities.

Background Information

6. Recruitment Process

Due to the urgency to act the following recruitment process has been put in hand under delegated powers:

a) Tenders have been sought for a specialist executive recruitment agency to assist with the recruitment. Although the process will remain controlled by the Authority the specialist help will ensure the best candidates possible are attracted and will include support to: promote the opportunity; search for potential candidates; present a long list of candidates to the Members’ recruitment panel; promote the Authority as an employer of choice; finalise a new job description. The closing date for tenders was 20 December and Members will be updated on the successful agency at the meeting.

b) The help of two external advisors are being sought:

- the leadership development consultant who has been working with the management team during 2021 and has experience of the Authority in this capacity;
- a Chief Executive of a National Park Authority which is similar in size and has similar challenges to this Authority, to sit on the interview panel.

c) A timeline which is subject to change but includes the provisional milestone dates of: 28 February closing date of advertisement and candidate search; 7 March long list; 28 March shortlisting day; 11 April virtual engagement and psychometric assessment day; 27-28 April final assessment at Bakewell assessment centre; 29 April decision and conditional offer; 20 May recommendation on Chief Executive appointment to the Authority, is attached at Appendix 2.

7. Members’ Recruitment Panel

It has been the practice in the past to delegate the Chief Executive recruitment process to a group of Members forming a panel working with the Head of PM. There is the

opportunity for a number of Members to be involved as the assessment centre will include different assessment modules requiring a number of assessors. It is suggested that the panel is made up of the different categories of Members within the membership and is chaired by the Chair of the Authority. The number of Members needed to successfully run the 3 assessment modules is 6. Therefore, the panel should comprise 3 Members who are Secretary of State appointments and 3 who are appointed by the Constituent Authorities. It is assumed that both the Chair and Deputy Chair of the Authority will be on the panel. For equality reasons, the recruitment panel should be gender-balanced. The role of the panel and provisional dates are set out in the schedule appended to this report at Appendix 2. It is important that panel Members are available for these dates including the face to face assessment centre.

8. Interim Period Between Appointments

As part of the current management structure, the existing Deputy Chief Executive becomes the Interim Chief Executive from the Chief Executive's last working day until the appointment of the new Chief Executive.

Another Deputy Chief Executive is to be appointed (under delegated arrangements to the current Head of Paid Service in consultation with the Chair of the Authority) to support the Interim Chief Executive. On appointment of the new Chief Executive, the Interim will revert to the role of Deputy Chief Executive for a period of 6 Months to support the familiarisation and induction of the new Chief Executive.

Members Role

9. That Members

a) Agree the recruitment process as set out in this report, in principle, as it may change as we proceed and take advice, including the steps already taken.

b) Note that as part of this process the job description and person specification for the post has been updated (see above) and is presented as part of this report in accordance with Standing Orders at Appendix 1. It is being requested that any minor changes to either the job description and/or person specification be delegated to the Head of People Management in consultation with the Chair of the Authority.

c) Note the provisional timeline for recruitment and key milestone dates at Appendix 2.

d) Appoint a six Member recruitment panel with the terms of reference as described above.

e) The Members' recruitment panel will bring forward a recommendation on the Chief Executive appointment at 20 May Authority meeting.

Are there any corporate implications members should be concerned about?

Financial:

10. The use of an external agency to assist with recruitment is proposed to be funded from savings made by a gap between appointments if this happens and as a last resort as a call on the 2021/22 underspend.

Risk Management:

11. The report explains the statutory roles that the Authority must appoint to. The risk of an unsuccessful process is addressed by (1) the proposed review of the job description and person specification; (2) the use of external specialists and (3) the proposed recruitment

process to assess the potential candidates for the role. The report explains that this post plays a pivotal role in leading the Authority's staff to achieve all our corporate objectives and to rise to future challenges and opportunities. Failure to fill the post will put the Authority at long term risk of failing to achieve these objectives and/or failing to meet future challenges and opportunities.

Sustainability:

12. Our Corporate Strategy for 2019-24 focuses on enhancement and conservation, actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks.

Equality, Diversity and Inclusion:

13. The Authority has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures. The progress of protected groups through the organisational hierarchy is monitored and reported on. Recruitment and selection is monitored at all stages of the process by protected characteristics. Standing Orders require that arrangements for the post to be advertised in such a way that it is likely to bring it to the attention of persons who are qualified to apply for it.

Background papers (not previously published):

14. None.

15. Appendices

Appendix 1 - Updated job description and person specification

Appendix 2 - Schedule of proposed stages in the recruitment process

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive Officer, 23 December 2021
Sarah.Fowler@peakdistrict.gov.uk



Job description

Post:	Chief Executive (CEO)	Date:	Nov 2021
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Job purpose:

The CEO is responsible for leading the development and execution of the overall long-term strategy of the Authority in fulfilling its mission to speak up for and care for the Peak District National Park for all to enjoy forever..

Key relationships:

Responsible to:	The Authority's Membership. The Chair and Deputy Chair are responsible for the welfare, performance, appraisal and development of the CEO.
Responsible for:	The CEO is responsible for the Management Team, the operational management of the Park and other statutory posts reporting to or advising the Authority.
Statutory responsibilities:	In addition, the CEO fulfils the responsibilities of National Park Officer and Head of Paid Service as prescribed in the relevant government Acts to ensure the Authority meets its statutory obligations.

Key accountabilities:

Job summary:

- Lead on the future National Park Management Plan for the Authority, reflecting the organisation's vision and values.
- Inspire and manage a positive, effective and constructive working relationship between Members and staff, using a good communication framework.
- Lead the development and exploration of new business development opportunities for income generation, including fundraising, always ensuring activities support the core purposes of the Authority.
- Drive an ongoing commitment to working with, and across, the UK National Parks network to enhance the brand of UK national parks and protected landscapes, promoting sustainable development.
- Communicate effectively with stakeholders, employees and the public, as well as government agencies locally, regionally, nationally and internationally, and oversee the strategic direction of the Authority's reputation and brand.

- Provide value for money to the public and ensure good financial management of the Authority with appropriate provision of financial resources and effective management of expenditure.
- Further grow a values-led culture of performance and ensure the Authority is appropriately structured and staffed to enable it to achieve the agreed priority strategies.
- Ensure that the Authority has appropriate systems to enable it to conduct its activities both lawfully and ethically under existing legislation, particularly equal opportunities.

Statutory responsibilities and governance:

- Advise the Authority and its Membership on the exercise of its statutory duties and responsibilities as the Local Planning Authority and the National Park Authority. This will include any ancillary issues arising under the Planning Acts, National Parks Acts and Environment Act (and their successors).
- Ensure excellent governance, including standards of conduct.
- Ensure policies are prepared for the management of the Authority and implement any actions approved by the Authority.

Partnerships and stakeholders:

- Develop and maintain key relationships to promote the Authority responding constructively to reasonable and appropriate requirements:
 - With important local, regional, national and international partners, ensuring that they understand the Authority's priorities and resources.
 - Within the Peak District National Park, ensuring that the Authority is positively engaged with constituent councils, parish councils, visitors and recreation groups, agricultural and other communities.
 - Within the framework of UK protected areas, working effectively with other national parks and areas of outstanding natural beauty to share information and best practice and to deliver common goals.

Leadership and performance management:

- Ensure the Authority performs as an exemplar national park and contributes to national and regional discussions as appropriate.
- Ensure the Authority has appropriate systems, internal controls and information management systems in place to deliver its vision.
- Ensure effective performance management across the organisation through a clear and effective performance management framework with clearly accessible and understood performance indicators and measures to provide focus and success.

Finance and resources:

- Assess the principal risks affecting the Authority and ensure these risks are monitored and managed.
- Manage the overall budget, ensuring that financial and other resources focus on delivering the key strategic priorities while having a long-term focus on forecasting, budgeting, reserves and efficiencies.



Person specification

Job title:	Chief Executive	Date:	Nov 2021
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Technical / professional requirements		Essential / Desirable	Assessment method*
*App = Application form; P = Presentation; S = Scenario-based exercise; I = Interview; Q/C = Qualification/Certificates			
a)	Successful experience of strategic leadership of an organisation of equal size and scale of responsibilities.	E	
b)	Proven experience of representing an organisation on the public and national stage, including good media skills.	E	
c)	A deep appreciation of the role of National Parks and other protected areas and their connection to people, the environment and nature, leading on the vision for the future.	E	
d)	Successful experience of developing and implementing innovative strategic plans and monitoring performance against agreed objectives with an ability to balance leading strategic vision with operational delivery.	E	
e)	Proven experience of championing, leading and implementing successful organisational change which has resulted in significant achievements and improvements and enabled greater impact.	E	
f)	Experience of full Profit & Loss responsibility, managing a multi-million-pound budget and able to develop effective financial strategies to support the identification and implementation of new funding opportunities from a variety of sources.	E	
g)	Proven successful experience of developing a creative and empowering culture winning hearts and minds and leading a values-led organisation.	E	

h)	Politically astute with experience of successfully identifying, developing, negotiating and working with partner organisations and stakeholders across sectors and levels to find solutions that deliver in partnership.	E	
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Our Values <i>And definitions</i>	Behaviours. At work, we...	Rev Oct 2020
Care <i>We care for the Peak District National Park, the people we work with and all those we serve. It's at the heart of everything we do.</i>	<ul style="list-style-type: none"> • Give our best. • Show respect for others. • Are open and welcoming. • Never compromise on safety and wellbeing. 	Interview
Enjoy <i>We take pride in what we do and feel good about our contribution.</i>	<ul style="list-style-type: none"> • Are proud of the work we do. • Find solutions to problems. • Keep things simple. • Work as one team. 	Interview
Pioneer <i>We were born of pioneers. We will continue to explore opportunities to inspire future generations.</i>	<ul style="list-style-type: none"> • Lead by example. • Never stop learning. • Always look to improve. • Embrace change. 	Interview

Draft Schedule of Proposed Stages in the Recruitment Process

Date	Schedule
20-Dec	Agencies submit pitch and assignment preparation
21-24 Dec	Selection of recruitment agency
07-Jan	Agency representative(s) host virtual meeting with Recruitment Panel to confirm schedule
w/c 10 Jan	Consultations with Panel, Natural England representative, and Management Team
	Prepare candidate brief
	Develop microsite
	Map out executive search
w/c 24 Jan	Agency hosts meeting with Recruitment Panel for approval
w/c 31 Jan	Advertisement placed
	Search commence
28-Feb	Closing date of advert and search
	First sift - means to be agreed and dependant on numbers
w/c 7 Mar	Agency present long list report virtually to Panel
w/c 14 Mar	Preliminary interviews by agency
w/c 28 Mar	Agency host short list meeting. Final stages of assessment confirmed
w/c 4 Apr	Agency undertake due diligence on references and a review of digital footprint
w/c 11 Apr	Proposed virtual engagement and psychometric assessment day
w/c 18Apr	Feedback to panel on candidates/prepare interview questions
27-28 Apr	Assessment centre at Bakewell, Derbyshire over two days
29-Apr	Debrief and decision by Recruitment Panel. Make conditional offer
20-May	Approval to appoint at National Park Authority Meeting

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