

Public Document Pack

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**PEAK
DISTRICT**
NATIONAL
PARK

Our Ref: A.1142

Date: 29 August 2014



NOTICE OF MEETING

Meeting: **National Park Authority Extraordinary Meeting**

Date: **8 September 2014**

Time: **10.30am**

Venue: **Aldern House Baslow Road Bakewell**

JIM DIXON
CHIEF EXECUTIVE

AGENDA

PART A

1. **Apologies for absence.**
2. **Public Participation.**

To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

3. **Members Declarations of Interest.**

Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.

4. **Recruitment to post of Chief Executive (A.12001/RMM/TR)**

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 www.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The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports.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 by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/382. E-mail address: democraticservices@peakdistrict.gov.uk.

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Resources to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website www.peakdistrict.gov.uk or on request from Democratic Services 01629 816362, email address: democraticservices@peakdistrict.gov.uk, fax number: 01629 816310.

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 such 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. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

General Information for Members of the Public Attending Meetings

Aldern House is situated on the A619 Bakewell to Baslow Road, the entrance to the drive is opposite the Ambulance Station. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further 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 that there is no catering provision for members of the public during meal breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: National Park Authority Members

Constituent Authorities
Secretary of State for the Environment
Natural England

PART A

4. RECRUITMENT TO POST OF CHIEF EXECUTIVE (A.12001/RMM/TR)

Purpose of the report

1. Members are asked to:
 - Consider the salary of the Chief Executive post
 - Agree in principle the proposed recruitment process to replace the current post holder
 - Appoint a members' recruitment panel

Key Issues:

Key issues include:

- The salary and role description of the Chief Executive post needs to be 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 Authority meeting on 5 December.

Recommendations

2.
 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 role description, at a salary grade to be discussed at the meeting when further information will be available**
 2. **That a revised role description be approved by the Head of HR in consultation with the Chair and Deputy Chair of the Authority**
 3. **That the recruitment process outlined in principle and already started under delegated powers be agreed**
 4. **That a Members' recruitment panel be appointed reflecting the different categories of members on the Authority and chaired by the Chair of the Authority – with the remit to recommend to the Authority on 5 December a Chief Executive appointment**

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. 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, is recommended.
4. Standing Orders require the appointment of the Chief Executive to be made by the full Authority although it can be delegated to a committee or subcommittee (Section 5.5). As part of the appointment process Natural England has to be consulted (Standing Orders 5.1 referring to the requirement of the Environment Act 1995).

5. 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.

Background

6. **Chief Executive salary:**

The opportunity has been taken to review the Chief Executive's salary with the objectives of:

- Benchmarking the current salary against the market so that the Authority can consider where it wants to sit in that market in order to attract the best candidate for the post in light of the future challenges and direction of the Authority.
 - Allowing the Authority to consider the impact, on the salary range, of the updated role description which will reflect the changed emphasis of the drive by the Authority to diversify its funding sources and be more commercial.
7. A remuneration report has been commissioned, on the advice of the National Joint Negotiating Committee for Chief Executives, from the Local Government Association (workforce strategy unit). This will be received in time for consideration by Resource Management Team on 2 September. Following that discussion a recommendation or options on the Chief Executive salary will be prepared for this Meeting to be tabled on the day.

8. **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: promoting the opportunity; searching for potential candidates; presenting a long list of candidates to the members' recruitment panel; promoting the Authority as an employer of choice; finalising a new role description. The closing date for tenders is 8 September and a decision on who to work with will be made during that week.
 - b) The help of two external advisors has been sought: the leadership development consultant who has been working with the leadership team over the last year and has experience of the Authority in this capacity; the Chief Executive of the Lake District National Park Authority which is similar in size and has similar challenges to the Peak District.
 - c) A timeline which is subject to change but includes the provisional mile stone dates of: 17 October closing date of advertisement and candidate search; 24 October shortlisting day; 7 November informal familiarisation day for candidates; 12 November assessment centre; 14 November decision and reference follow up; 5 December recommendation on Chief Executive appointment to the Authority.
9. **Role description:**

There is a need to update the Chief Executive role description to reflect the new drive to diversify the Authority's funding streams and be more commercial. The description will be updated with the help of the external agency and in consultation with the Chair and Deputy Chair of the Authority.

10. 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 HR. 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 involved is left for members to decide at the meeting informed by the minimum needed to successfully run the assessment centre (to be advised on the day).

Proposals

11. That members:

- a) Consider the paper to be tabled at the meeting on the salary for the Chief Executive post in advance of the vacancy being advertised
- b) Agree the recruitment process (in principle as may change as we proceed and take advice) which has been initiated
- c) Note that as part of this process the role description for the post will be updated and agreed in consultation with the Chair and Deputy Chair of the Authority
- d) Note the provisional timeline for recruitment and key milestone dates
- e) Appoint a Members' recruitment panel with the remit to bring forward a recommendation on the Chief Executive appointment to 5 December Authority meeting

Are there any corporate implications members should be concerned about?

12. Financial:

It is expected there will be extra costs related to:

- The use of an external agency to assist with recruitment. The amount will be within delegated powers and it is proposed this is funded by the vacancy saving that will accrue by the current post holder working 4 days per week from 30 September, from savings made by a gap between appointments if this happens and as a last resort as a call on the 2014/15 out turn; if possible consideration will be given to finding funds at the Midyear stage in November.
- Any increase in the Chief Executive's salary. This would be a permanent baseline increase if agreed and would have to be funded through the budget planning work which is being undertaken over the autumn in preparation for achieving a balanced budget from 1 April 2015

13. Risk Management:

There are risks that the Authority does not attract suitable candidates for this key post and that the appointment process takes too long. The measures described in this report address these risks.

14. Sustainability:

There are no issues to highlight.

15. Background papers (not previously published)

None

Appendices – None

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Resources and Theresa Reid, Head of HR, 29 August 2014.

4. **SUPPLEMENTARY REPORT: Chief Executive Salary Review (A.12001/RMM)**

Purpose of the report

1. Members are asked to consider the salary of the Chief Executive post prior to recruitment to the impending vacancy on the resignation of the current post holder.

Key Issues:

Key issues include:

- The salary and role description of the Chief Executive post needs to be reviewed before advertising as outlined in the main report to the Authority.
- An external, independent report has been commissioned and is attached at Appendix 1. The author of the external report from the Local Government Association will be available at the Authority Meeting to answer any questions.
- It is the Authority's decision where to position the Chief Executive's salary within the market - there is not an agreed overarching pay strategy in place for posts within the leadership team to guide this decision.

Recommendations

2. **1. That the Authority decides whether to accept the recommendation of the independent report at Appendix 1 to place the Chief Executive post on a 3 point salary band from £80,000 - £85,000 subject to a revised role description being approved and being effective from the appointment of the new postholder**

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. 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, is recommended in the main report to the Authority.
4. Standing Orders require the appointment of the Chief Executive to be made by the full Authority although it can be delegated to a committee or subcommittee (Section 5.5). As part of the appointment process Natural England has to be consulted (Standing Orders 5.1 referring to the requirement of the Environment Act 1995).
5. 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.

Background

6. Chief Executive salary:

The opportunity has been taken to review the Chief Executive's salary with the objectives of:

- Benchmarking the current salary against the market so that the Authority can consider where it wants to sit in that market in order to attract the best candidate for the post in light of the future challenges and direction of the Authority
- Allowing the Authority to consider the impact, on the salary range, of the updated role description which will reflect the changed emphasis of the drive by the Authority to diversify its funding sources and be more commercial.

7. A remuneration report commissioned, on the advice of the National Joint Negotiating Committee for Chief Executives, from the Local Government Association (workforce strategy unit) has now been received and is attached at Appendix 1. This external independent report recommends a revised pay scale of £80,000 - £85,000 with a three point scale and a mid-point of £82,500. This places the new Chief Executive salary slightly below the average median and average upper salary levels in terms of the pay band proposed.
8. It is the Authority's decision where to position the Chief Executive's salary within the market - there is not an agreed overarching pay strategy in place for posts within the leadership team to guide this decision. There is reference in the attached report to being asked to review separately the remuneration of other Chief Officer posts in the leadership team but this is not being progressed as any such review needs to be done in the context of an agreed pay strategy for the leadership team (these posts are outside the local government job evaluation scheme which applies to all other posts at the Authority) and this has not been identified at the present time as a priority for the Authority.
9. There is a need to update the Chief Executive role description to reflect the new drive to diversify the Authority's funding streams and be more commercial. The role description will be updated with the help of the appointed external agency and in consultation with the Chair and Deputy Chair of the Authority.

Proposals

10. That members:
 - a) Consider the external report and recommendation at Appendix 1 on the salary for the Chief Executive post in advance of the vacancy being advertised
 - b) Note that application of the new 3 point salary band from £80,000 - £85,000, if agreed by the Authority, will be subject to a revised role description being agreed in consultation with the Chair and Deputy Chair of the Authority to be effective from the appointment of the new postholder
 - c) Note that all other terms and conditions for the Chief Executive post will remain the same. For clarity any pay award agreed by the national negotiating body from 1 April 2015 will also apply. As far as we are aware no pay award is proposed for Chief Officers in 2014/15 but it is felt prudent to be clear that any pay awards would only apply from 2015/16 onwards.

Are there any corporate implications members should be concerned about?

11. Financial:

If the Authority accepts the recommendation in the independent report the extra cost to the Authority at the top of the new scale would be £12235. Resource Management Team are in the process of developing budget proposals for 2015/16 and beyond to discuss with members in the Autumn and are aware that this extra cost will need to be found as part of that work.

12. Risk Management:

There are risks that the Authority does not attract suitable candidates for this key post. Taking the opportunity to review the role description and salary is part of the action to mitigate this risk alongside taking appropriate external recruitment process support.

13. Consultations:

The Head of Finance/Chief Finance Officer has been consulted on this report. The Head of HR is on leave at the time of writing this report – any consultation comments from her will be reported verbally at the meeting.

14. Sustainability:

There are no issues to highlight.

15. Background papers (not previously published)

None

Appendices

Appendix 1: Chief Executive salary review report from Local Government Association workforce strategy unit

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Resources, 5 September 2014

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**Report to Peak District National Park Authority
On the Remuneration
Of the Park's Chief Executive**

**Martin Denny
Workforce Consultancy
LGA
August 2014**

1. Introduction

- 1.1 We have been asked to undertake a review of the Park Authority's current remuneration for its Chief Executive and make recommendations.
- 1.2 We have been asked to review separately the remuneration of the other Chief Officers and these reviews will follow the same methodology
- 1.3 The level of salary is important. However, it is only one aspect of the ability of an organisation to be able to attract and retain the right calibre of Chief Executive, careful consideration needs to be given to non-financial rewards, the challenges, attractions and opportunities to attract a suitable pool of suitable candidates.

2. Methodology

- 2.1 As part of the review we have taken the opportunity to evaluate the role of Chief Executive in terms of job size using our Senior Managers' Job Evaluation Scheme. This has been done using the information supplied by the Park Authority. This provides a guide to the size of roles when looking at meaningful comparisons for the purposes of remuneration and will be used further with the other senior managers' review exercise.
- 2.2 The LGA Senior Managers' Job Evaluation Scheme has been developed for senior managers in local government and other public bodies. This allows us to utilise our knowledge and experience to make judgements on job size which is then used to consider job design and remuneration.
- 2.3 The outcome of this allows us to make meaningful comparisons with jobs in the public sector. Our assessment in terms of job size with other National Parks suggests there is little difference between Chief Executive Roles.

2.4 For this particular role we have undertaken a benchmark survey of all National Park Chief Executive roles and their remuneration in National Parks in England, Wales and Scotland.

3 Salary Review

3.1 We have been asked to recommend a salary level for the Chief Executive role. It is important to take into consideration a number of factors. These include the current economic climate; which continues to result in the Sector facing significant austerity measures and a clear expectation of more or the same level and quantity of work for lesser remuneration. Further key considerations for Members will be the maintenance of the Authority's reputation whilst exercising the ability to recruit a Chief Executive with the necessary managerial, leadership, and knowledge skills and expertise to ensure the delivery of the Park Authority's vision and values now and in the future.

3.2 Our recommendations have been weighted on the benchmarking undertaken in respect of the Chief Executives of other National Parks. The data was acquired from published data on authority web sites under the current legislative requirements. This data enabled us to make direct comparison on job titles but not against organisational structures. Consideration also needs to be given to job size in terms of the organisational environment and the challenges identified both from a corporate and individual perspective and need.

3.3 We note that the Park Authority do not have an overarching pay strategy. If such a strategy were in place it would have influenced the recommendations of this report.

3.4 The following data shows the current salary bands in Park Authority's' pay bands:

<i>Chief Executives National Parks (15) pay bands</i>	<i>Average Minimum Salary Band</i>	<i>Average Median Salary Band</i>	<i>Average Maximum Salary Band</i>
Chief Executive	£79,485	£80,992	£82,499

- 3.5 Evaluating this information, we also identified where possible the pay design for each Authority. We found:
- Six authorities with spot salaries;
 - A salary range for the remainder with a form of incremental progression ranging from £5,000 to £10,000 from the minimum to the maximum of the salary;
 - Three authorities pay over £90,000;
 - Two Authorities have a maximum salary of between £85,000 and £89,000;
 - Five Authorities have a maximum salary of between £79,000 to £84,000;
 - Five Authorities have a maximum salary of between £75,000 to £78,000;
 - Only two Authorities have a starting salary below £75,000(both of whom have a starting salary of £70,000).
- 3.6 The following provides data on actual salaries of Park Authority Chief Executives as at March 2014 from published data:

<i>Chief Executives National Parks (13) pay as at March 2014</i>	<i>Average Lower Salary</i>	<i>Average Median Salary</i>	<i>Average Upper Salary</i>	<i>(Top salary)</i>
Chief Executive	£78,292	£81,584	£88,488	£95,393

- Two authorities not able to access data

- 3.7 For this role in terms of job size the role is similar to the equivalent role in each Park Authority. Each authority determines its pay according to its own requirements and circumstances at the time. Currently, the Peak Authority Chief Executive is on a salary range of **£70,170 to £75,435** which places the post below the average minimum for Park Authority Chief Executives.
- 3.8 The Authority will be reliant on a new Chief Executive to take up the challenge to deliver Members' ambitions with an emphasis on diversifying funding resources and being more commercially focussed. This can be achieved by building a cohesive and effective management team, leading on strategy and taking lead responsibility for maintaining and developing external partnership relationships.
- 3.9 When comparing salaries we needed to consider a number of additional factors including current pay, affordability, recruitment and retention and the level at which the Park Authority wishes to operate in the market place. A further consideration of geographic and economic factors needed to be taken into consideration. From our surveys evidence shows that pay overall in the region is lower than many other regions.

4 Pay & Grading Recommendation

- 4.1 Taking into consideration the data and information we have collated we would recommend a salary range of **£80,000 to £85,000** (with incremental progression point of £82,500). This places the Park Authority slightly below the median and upper quartiles in terms of the pay band proposed. We believe this will attract a range of quality applicants for the post.
- 4.2 In reaching this salary recommendation consideration has been given to the ongoing economic climate, the need for the Authority to be able to justify any increase and the need for the Authority to be able to recruit and retain a quality appointee to its most senior post. In reaching our recommendation we have also taken cognisance of the location and pay of other similar public sector jobs in the same or similar geographic location.

Martin Denny,
Work Force Strategy
Local Government Group