

SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 22nd February 2018

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WARDS: All

PART I **FOR DECISION**

APPOINTMENT OF INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

1 Purpose of Report

This report seeks agreement to the appointment of an interim to the vacant post of Chief Executive and Head of Paid Service.

2 Recommendation

The Council is requested to resolve that Nigel Pallace be appointed as the Council's Interim Chief Executive and Head of Paid Service with effect from Monday 19th February 2018 for a period of six months.

3 Slough Joint Wellbeing Strategy Priorities

The Head of Paid Service along with the Monitoring Officer and the Section 151 Officer combine to form the Council's Statutory Officer functions. These roles are key to ensuring lawfulness, fairness, probity and general good governance that support the council in achieving its aims. It is important that they work effectively together yet maintain appropriate independence and that the roles are undertaken by adequately skilled and experienced staff supported by appropriate resources.

4 Other Implications

(a) Financial

None.

(b) Human Rights Act and Other Legal Implications

The appointment of a Head of Paid Service is a statutory requirement under Section 5, Local Government & Housing Act 1989. The Council has the power to designate and appoint the Head of Paid Service.

5 Supporting Information

- 5.1 At its meeting on 19 December 2017, the Council resolved that the Director of Finance and Resources be authorised to prepare a recommendation for the appointment of an interim Chief Executive and Head of Paid Service following consultation with the Group Leaders and UKIP member.

5.2 The Council's Head of Paid Service has a number of functions which are defined within the Council's constitution.

- Overall corporate management and operational responsibility (including overall management responsibility for all officers).
- Provision of professional advice to all parties in the decision making process.
- Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council's decisions.
- Representing the Council on partnership and external bodies (as required by statute or the Council).

5.3 Following a recruitment and selection process which consisted of the following:

- Establishing two interview panels – one panel consisting of Members (comprising of the Leader, Deputy Leader, Conservative Group Leader and former UKIP member) and the second consisting of all the Directors;
- Engaging with recruitment agencies who specialised in interim chief executive searches;
- Both panels independently shortlisting CV's received from the recruitment agencies; and
- Both panels interviewing shortlisted candidates.

It was anticipated that Council would consider this appointment in January, but one of the candidates withdrew for personal reasons. Ongoing discussions have resulted in officers recommending that Nigel Pallace be offered the interim post. Mr Pallace's CV is at appendix 1 which highlights his suitability for the role.

5.4 The Council is committed to appointing permanent officers to the statutory officer roles but pending a permanent appointment a temporary appointment is necessary.

6 **Conclusion**

The role of the Head of Paid Service is an important element in the Council's structure and processes. The arrangements outlined in this report will ensure that the functions continue to be discharged appropriately until a permanent member of staff is appointed.

7 **Background Papers**

None.

Appendix 1 – Nigel Pallace CV

Appendix 1

Nigel Pallace - Curriculum Vitae

Specialist skills: leadership, regeneration, planning, environmental, transport, technical and regulatory services, local government management and transformation, service review, savings delivery

Career Highlights

Chief Executive and Head of Paid Service - London Borough of Hammersmith & Fulham

(November 2014 – March 2017)

- Executive Director for both Hammersmith & Fulham and Kensington and Chelsea, led implementation of shared services and major budget savings, co-designed “tri-borough” sharing arrangements
- Lead planning expert for Hammersmith & Fulham, involved in several major regeneration schemes. Led and chaired steering groups with developers, GLA planners and local government planners for both Earls Court and White City Opportunity Areas producing Supplementary Planning Documents and granting of planning permissions for thousands of new homes and job opportunities
- Led cross-cutting transformation portfolio of change projects in Hammersmith, saving millions and creating new income streams. Extensive change management in a complex organisation, led corporate programme and project boards
- Strong and effective working relationships with executive members of different political complexions – worked at director level through two changes of administration (2006, 2014)

Chief Executive

(2014-2017)

- Head of Paid Service - circa 2,500 direct employees (excluding schools); responsible for annual gross revenue budget circa £700m (net £170m).
- Delivered challenging financial savings (circa £15m per annum) alongside ambitious programme of service improvements without increasing council tax or fees and charges to residents – developed outcome-based budgeting and transformation programme
- Lead planning officer from inception to completion for White City (Westfield) shopping and leisure centre (1994-2008)
- Lead planning officer for implementation of Hammersmith & Fulham’s renowned affordable housing development programme (1992-2006)
- Led on some major regeneration schemes including re-negotiation of previous property deals and planning obligations following change in Administration – additional £50m of funding achieved in first year
- Re-structured the authority, removed a tier of senior executive management and managed exit of several directors to reduce management overheads, led strong and cost-effective management team with increased collaboration across services and teams
- Set ambitious vision and strategy for the authority to become the best council, communicated the vision and strategy to the workforce through staff meetings
- Drove a programme of cultural change across the organisation based on improved collaboration and resident / customer engagement in service design and delivery, embedding continuous improvement, staff and leadership development
- Ensured delivery of the administration’s manifesto – services improving, good (part outstanding) Ofsted assessment of Children’s services, economic development plan and industrial strategy being developed in partnership with Imperial College

- Managed increasingly difficult relationship between the council and its shared service “tri-borough” partners (RBKC, WCC) following a change in political control of LBHF, extricating the council from some failing contracts
- Led a review of the “tri-borough” shared service arrangements and plan to exit and replace the “tri-borough” operating model
- Engaged with NHS on NW London Sustainability & Transformation Plan (STP), planned transformation of health and care and maintaining effective local partnership working with CCG whilst opposing hospital closures

Previous Roles

Executive Director, Transport & Technical Services

London Borough of Hammersmith & Fulham and Royal Borough of Kensington and Chelsea

(Jan. 2012 – Oct. 2014):

- Responsible for a bi-borough service department of circa 700 staff dealing with a range of environmental, technical and regulatory services in both boroughs (principally highways, transport and environmental health);
- Responsible also for town planning and corporate property services in Hammersmith & Fulham only;
- Co-designer of the initial model and structure for combining environmental services between LBHF and RBKC
- Led a series of “bi-borough” service reviews – in depth “compare and contrast” analysis (inputs, costs, methods, outputs), development of options and change proposals for bi-borough transport & technical services. Included development of joint parking office saving in excess of £1m per year with support of workforce. Overall savings exceeded £3m per year for environmental services in both local authorities
- Lead director & SRO for “tri-borough” property and asset management collaboration between City of Westminster, Kensington and Chelsea, Hammersmith & Fulham, chair of tri-borough asset management & property board. Coordinated three boroughs’ sovereign property departments to agree and deliver programme of tri-borough office accommodation moves, recharging mechanism, procurement of tri-borough Total Facilities Management contract with annual savings exceeding £2m
- Lead director & SRO for a cross-departmental transformation programme in Hammersmith & Fulham, “transforming the way we do business”.
- Delivery in LBHF of successive rounds of budget reductions, efficiency savings, headcount reduction and income generation over many years; reliable delivery of balanced budget outturn or under-spend year on year, increasingly dependent on innovative approaches to service design and delivery
- Lead officer in LBHF for corporate asset management. Led major property disposals programme delivering substantial capital receipts and debt reduction
- Corporate lead (SRO) on LBHF’s “SmartWorking” programme developing and rolling out flexible working across the council to deliver accommodation and service efficiency savings
- Lead officer on Hammersmith Town Hall regeneration development project to deliver new civic accommodation in place of Town Hall Extension, wholly funded by commercial and residential development

Director of Environment - London Borough of Hammersmith & Fulham

(2001-2011)

- Responsible for a diverse range of environmental services, including waste management, highways, street-scene services, planning, building services, property services, environmental health;

- Responsible for all direct labour services and their market testing and outsourcing – street cleansing, refuse collection, grounds maintenance (2006- 2008).
- Lead planning officer on several major planning and development projects, e.g. White City shopping and leisure centre, Imperial Wharf, Earls Court, where I led the collaboration with GLA and RBKC planners and Capital & Counties to achieve planning permission for one of Europe's largest regeneration projects delivering thousands of new homes and jobs. Ensured seamless matrix working between planning, housing and regeneration staff and effective joint working with RBKC, GLA, TfL and developers.
- Responsible for development of Old Oak Opportunity Area planning framework with GLA and neighbouring boroughs to accelerate growth and regeneration in anticipation of HS2 / Crossrail station
- Transformed performance on planning applications to exceed government speed of decision PI targets and improve public perception of service; launched customer service improvements – independent design review panel, pre-application planning forum and improved on-line information and self-serve transactional capability
- Active role in development and implementation of parking service innovation; chair of corporate parking programme board; development of proposals leading to substantial growth in income and efficiency savings. Developed programme of activity to tackle congestion including major expansion of moving traffic offences with consequent income growth of £5m per year
- Lead chief officer on climate change and carbon management activity in LBHF, substantial energy reduction and cost savings achieved

Assistant Director, Development Services - London Borough of Hammersmith & Fulham

(1992-2001):

- Responsible for Development Control, Building Control, Design & Conservation.
- LBHF's lead planning expert
- planning officer for implementation of Hammersmith & Fulham's renowned affordable housing development programme (1992-2006)
- Lead planning officer from inception to completion for White City (Westfield) shopping and leisure centre (1994-2008)

Group Leader Local Planning - London Borough of Havering **(1987-1992)**

- Responsible for local area plans, design & conservation, environmental improvements, nature conservation, trees, some development control, development briefs & feasibility studies. Led on a major public consultation programme at Waltham Forest to test attitudes towards service decentralisation and area planning alongside preparation of statutory development plan

Principal Planner, Forward Plans & Policy -London Borough of Waltham Forest **(1976-1977)**

- Responsible for borough development plan, policy, consultation.

Principal Planning Officer -London Borough of Lewisham **(1985-86)**

- Responsible for area local planning in one quarter of the borough.

Planning Officer -London Borough of Haringey **(1977-1985)**

- Worked in a range of planning posts including transport policy, environmental improvement schemes programme manager, local area planning, development control.

Other Appointments

Current

- Non-Executive Director & Board Member, Hammersmith & Fulham Bridge Partnership (an IT joint venture company with Agilisys, soon to be wound up).

Past

- Chair, Association of London Borough Planning Officers (ALBPO) Implementation Committee 2002-06.
- Member of London Mayor's Housing Commission chaired by Chris Holmes 1998- 2000.
- Board Member, North Fulham New Deal for Communities Partnership.
- Member (and deputy lead) of corporate regeneration board, past member of Building Schools for the Future programme board, IT strategic partnership board, customer first board, LAA public services board, crime and disorder reduction partnership board

Higher & Professional Qualifications

- Former MRTPI (to 2015)
- Postgraduate Diploma in Town Planning, Birmingham Polytechnic (1977)
- BEng Civil & Structural Engineering, Sheffield University (1975)

Other Interests

- Family, travel, gardening, contemporary music, walking, Newcastle United