



EMPLOYMENT COMMITTEE

Meeting to be held in Civic Hall on
Thursday, 10th March, 2016 at 10.30 am

MEMBERSHIP

Councillors

B Anderson	-
J Bentley	
D Coupar	
J Lewis	
R Lewis	
A Lowe	

Agenda compiled by:
Governance Services
Civic Hall
LEEDS LS1 1UR
Telephone No:

Phil Garnett

395 1632

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>ELECTION OF CHAIR</p> <p>To elect a Chair for the duration of the meeting.</p>	
2			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
3			<p>EXCLUSION OF PUBLIC</p> <p>To resolve that the public be excluded from the meeting under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the need to maintain the competitive nature of the interview process and to retain information submitted by individual applicants in confidence, as disclosure could undermine the process, future appointment processes, or the outcome on this occasion to the detriment of the Council's and public interest.</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES</p> <p>To receive any apologies for absence.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p>GOVERNANCE ARRANGEMENTS RELATING TO THE RECRUITMENT TO THE POST OF CHIEF OFFICER (HOUSING MANAGEMENT)</p> <p>To receive a report of the City Solicitor which provides Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the post of Chief Officer Housing Management.</p>	1 - 12
7			<p>APPOINTMENT OF CHIEF OFFICER HOUSING MANAGEMENT. ENVIRONMENT AND HOUSING</p> <p>To receive a report of the Chief Officer HR which outlines the process for the recruitment of the Chief Officer, Housing Management, Environment and Housing.</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <p>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</p> <p>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</p>	13 - 28

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Report author: Gerard
Watson/Phil Garnett
Tel: 51632

Report of City Solicitor

Report to the Employment Committee

Date: 10th March 2016

Subject: Governance Arrangements Relating to the Recruitment to the Post of Chief Officer (Housing Management)

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1 Purpose of this report

- 1.1 The Employment Committee has been established by full council ‘appoint or dismiss or take disciplinary action against’ those senior officers, as defined within the Officer Employment Procedure Rules and the Committee’s Terms of Reference.
- 1.2 The purpose of this report is to provide Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the post of Chief Officer Housing Management.

2 Main issues

- 2.1 Quorum and Membership– The Constitution requires that the membership of an Employment Committee be a minimum of 3 and must include one member of the Executive. Agreement has been reached between political groups for the membership of this Employment Committee to be 6, with members being appointed in the following proportions;

Labour	Conservative	Liberal Democratic
4	1	1

- 2.2 Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 2.3 Meeting Adjournments This recruitment exercise will require several distinct sessions; including long listing and short listing exercises and a formal interview session. The Employment Committee meeting will be formally adjourned at the conclusion of each session and then reconvened at the commencement of the next. Interim minutes will be produced at the end of each stage and a final minute published at the conclusion of the recruitment exercise.
- 2.4 Exempt information The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the information being considered as part of this recruitment exercise it will be necessary for the committee consider making such a resolution under agenda item 7.
- 2.5 Officer Employment Procedure Rules Attached at Appendix A are the Officer Employment Procedure Rule, the committee must conduct proceedings and make decisions in accordance with these rules.
- 2.6 Future meeting dates In order to facilitate the recruiting process it is anticipated that the committee will need to be reconvened on a further 2 occasions. These sessions will focus on shortlisting and final interviews. In order to provide certainty around the recruitment process Members are asked to confirm when these future sessions will take place.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 The necessary consultation has been undertaken with relevant legal officers upon the decision making processes, as outlined within this report.
- 3.1.2 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 No implications

3.3 Council policies and City Priorities

- 3.3.1 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process supports the ambition to be "The Best City and Best Council" and is consistent with Council values.

3.4 Resources and value for money

3.4.1 No implications

3.5 Legal Implications, Access to Information and Call In

3.5.1 The aim of this report is to inform Members of the Constitutional and legal requirements are met as part of the Employment Committee decision making process.

3.5.2 The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the matters considered by Employment Committee, this report provides Members with background and guidance on the consideration and disclosure of exempt and confidential information.

3.5.3 The report is not subject to Call In.

3.6 Risk Management

3.6.1 The purpose of this report is to minimise any risks around the Committee's decision making processes and to ensure that the Committee's decisions are taken in line with all Constitutional and legal requirements.

4 Conclusions

4.7 This report provides Members with an overview of the governance arrangements and format for the Employment Committee.

5 Recommendations

The Committee is recommended to note:-

- (i) The governance arrangements and format relating to the Employment Committee;
- (ii) The Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information,

And agree the future meeting dates when the committee will be reconvened during this recruitment exercise.

6 Background documents¹

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

6.1 None

OFFICER EMPLOYMENT PROCEDURE RULES

1.0 RECRUITMENT AND APPOINTMENT

1.1 Declarations

- (a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council, or of the partner of such persons. A candidate who fails to declare such relationship will be automatically disqualified from such appointment with immediate effect.
- (b) No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant Director or an officer nominated by him/her for that purpose.
- (c) Every Member and senior officer of the Council shall disclose to the relevant Director any relationship known to that person to exist with a candidate for any appointment. It shall be the duty of the relevant Director to report to the Council or to the appropriate Committee or Sub-Committee including any Member or officer to whom power has been delegated to make an appointment, any such disclosure made by a candidate, Member, or senior officer.
- (d) Directors shall record in a book to be kept for the purpose particulars of such disclosure made under this Rule.
- (e) Where relationship to a Member of the Council is disclosed, that Member shall withdraw from the meeting while the appointment is under consideration.

1.2 Seeking support for appointment

- (a) The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (b) No Councillor will seek support for any person for any appointment with the Council.

1.3 Equal Opportunities

The Council will not unlawfully discriminate in the recruitment and appointment of officers and all appointments shall be made on merit.

2.0 RECRUITMENT OF HEAD OF PAID SERVICE AND DIRECTORS

2.1 Where the Council proposes to appoint a Head of Paid Service or a Director¹ the Council will:

- (a) draw up a statement specifying:
 - (i) the duties of the officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified for it; and
- (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

2.2 Where a post has been advertised as provided in Rule 2.1, the authority shall:-

- (a) interview all qualified applicants for the post, or
- (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
- (c) Members of the Executive will be given the names of those candidates to be interviewed.

2.3 Where no qualified person has applied, the authority shall make further arrangements for advertisement in accordance with Rule 2.1(b).

¹ "Directors" for the purpose of paragraph 4.1 and "Director" for the purposes of paragraphs 2.1, 4.2 to 4.2.5 and 7.3 and 7.4 shall mean any officer(s) referred to in sub-paragraph (b), (c), or (d) of paragraph 3 of Part II of Schedule 1 of the Local Authorities (Standing Orders)(England) Regulations 2001, namely:

- the Deputy Chief Executive, those named as Directors in the Council structure and any other officers who are required to report directly to, or who are directly accountable to, the Chief Executive in relation to most or all of the duties of their posts; and
- any officer who is required to report directly to, or is directly accountable to, any officer included within the immediately preceding paragraph in relation to all or most of the duties of their post.

3.0 APPOINTMENT OF HEAD OF PAID SERVICE

- 3.1 Following a recommendation of the Employment Committee that a particular candidate should be appointed to the post of Head of Paid Service, the Proper Officer shall notify every member of the Executive of the following:
- 3.1.1 The name of the person to whom the Employment Committee recommends that the post be offered;
 - 3.1.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer²;
 - 3.1.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
- 3.2 The full Council may only make an offer of appointment to the post of Head of Paid Service to the person recommended by the Employment Committee provided that:
- 3.2.1 The Proper Officer has, within the period specified in the notice under paragraph 3.1.3, notified the full Council that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 3.2.2 The Proper Officer has notified the full Council that no objection was received by him from any member of the Executive within the specified period; or
 - 3.2.3 The full Council is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee³.

² It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the identity of the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

³ It will be a matter for the full Council to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

4.0 APPOINTMENT OF DIRECTORS

- 4.1 The Employment Committee will appoint Directors.
- 4.2 Before the Employment Committee makes an offer of appointment to the post of Director, the Proper Officer shall notify every member of the Executive of the following:
 - 4.2.1 The name of the person to whom the Employment Committee intends to offer the post;
 - 4.2.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer⁴;
 - 4.2.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
 - 4.2.4 The Employment Committee may only make the offer of appointment provided that:
 - 4.2.5 The Proper Officer has, within the period specified in the notice under paragraph 4.2.3, notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 4.2.6 The Proper Officer has notified the Employment Committee that no objection was received by him from any member of the Executive within the specified period; or
 - 4.2.7 The Employment Committee is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee⁵.

⁴ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

⁵ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

5.0 OTHER APPOINTMENTS

- 5.1 **Officers below Director.** Appointment of officers below Directors (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by Councillors.
- 5.2 **Assistants to political groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

6.0 DISCIPLINARY ACTION

- 6.1 **Suspension.** The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct.
- 6.2 Councillors will not be involved in the disciplinary process in respect of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct.

7.0 DISMISSAL AND OTHER DISCIPLINARY ACTION

- 7.1 Councillors will not be involved in the dismissal of any officer below Director except where such involvement is necessary for any investigation or inquiry into alleged misconduct.
- 7.2 **The Head of Paid Service, Chief Finance Officer and Monitoring Officer**
- 7.2.1 Subject to the provisions of paragraph 7.4, the Employment Committee may take disciplinary action short of dismissal or recommend to full Council that the Head of Paid Service, Chief Finance Officer or Monitoring Officer be dismissed. Only full council can approve the dismissal of the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer (referred to below in each case as “the relevant officer”).
- 7.2.2 Before taking a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular-
- (a) any advice, views or recommendations of an independent panel⁶.
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.
- 7.2.3 The independent panel referred to must be appointed by the authority at least 20 days before the relevant meeting and should comprise a minimum of two independent panel members.

7.3 Directors

⁶ Appointed under s.102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of relevant officers of the authority in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended)

- 7.3.1 Subject to paragraph 7.4 and (in the case of the Chief Finance Officer and the Monitoring Officer) paragraphs 7.2.1 to 7.2.3, the Employment Committee may dismiss or take disciplinary action short of dismissal in respect of Directors.
- 7.4 Notice of dismissal of a Director (falling within the definition under footnote 1 above) must not be given until the Proper Officer has notified every member of the Executive of the following:
- 7.4.1 the name of the person who the Employment Committee proposes to dismiss;
- 7.4.2 any other particulars relevant to the dismissal⁷; and
- 7.4.3 the period within which any objection to the dismissal is to be made by any member of the Executive to the Proper Officer; and either:
- 7.4.4 the Proper Officer has within the specified period notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the dismissal; or
- 7.4.5 the Proper Officer has notified the Employment Committee that no objection was received by him within the specified period from any member of the Executive; or
- 7.4.6 the Employment Committee is satisfied that any objection received is not material and/or is not well-founded⁸.

8.0 POLITICAL ASSISTANTS

- 8.1 Not more than one political assistant's post shall be allocated by the Council, from time to time, to each of the qualifying political groups into which the Council is divided.
- 8.2 No appointment to a political assistant's post shall be made until the Council has allocated such a post to each qualifying political group.
- 8.3 For the purpose of this Rule, a "qualifying political group" means a political group which qualifies for the allocation to it of a political assistant's post in accordance with sub-sections 6 and 7 of Section 9 of the Local Government and Housing Act 1989.

9.0 POLITICAL RESTRICTIONS ON COUNCIL EMPLOYEES

⁷ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes.

⁸ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

- 9.1 All persons exercising powers of appointment, shall do so only in accordance with the legislative provisions restricting political activity as detailed in the Local Government Act 1972 and the Local Government and Housing Act 1989.
- 9.2 The Head of Paid Service will, in accordance with the Local Government and Housing Act 1989 and if requested to do so, determine whether to grant or revoke exemptions to posts from inclusion on the list of politically restricted posts maintained by the Council. In carrying out these functions, the Head of Paid Service will consult the Monitoring Officer.
- 9.3 Directors have a duty to apply to the Head of Paid Service to revoke any exemption to inclusion on the list of politically restricted posts, for a post within their service area, where the duties of that post have substantially changed and/or where the Director believes that the exemption is no longer appropriate.
- 9.4 The Chief Officer (Human Resources) will maintain a list of all politically restricted posts within the Council. Directors have a duty to inform the Chief Officer (Human Resources) of any post within their structures which should be included on the list of politically restricted posts under the Local Government and Housing Act 1989.

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Report of: Chief Officer (HR)

Report to: Employment Committee

Date: 10th March 2016

Subject: Appointment of Chief Officer Housing Management. Environment and Housing

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix 4 is exempt under rule (10.4 (1) & (2))	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

The current Chief Officer, Housing Management left Leeds City Council on 24th January 2016 to pursue an opportunity outside of the Council.

This report outlines the recruitment to the post of Chief Officer Housing Management within the Environment and Housing directorate.

The directorate have engaged the services of Gatenby Sanderson to assist in this recruitment exercise.

The directorate have set out a proposed timetable and process for the recruitment exercise.

Recommendations

The Employment Committee is asked to:

1. Agree to the recruitment of the post of Chief Officer, Housing Management on a permanent basis following the timetable set out in this report.
2. Agree that the process for recruitment will be an initial long list Employment Committee followed by a shortlisting Employment Committee to agree a shortlist of candidates to invite to formal interviews. Interviews will take place at the final Employment Committee.

1. Purpose of this report

- 1.1 This report outlines the process for the recruitment of the Chief Officer, Housing Management, Environment and Housing.

2 Background information

- 2.1 The current Chief Officer, Housing Management left Leeds City Council on 24th January 2016 to further her career elsewhere.
- 2.2 The director wishes to undertake a recruitment campaign to appoint a permanent Chief Officer, Housing Management.
- 2.3 Whilst this process continues an interim, internal appointment has been made on acting up basis.

3 Main issues

- 3.1 This role is strategically responsible for the leadership, management and continuous improvement of a range of housing management services and functions, with accountability and responsibility to the Director of Environment and Housing. The Council manages over 56,000 homes. Key responsibilities include tenancy management, rental income management and lettings. The post also manages the council's provision of housing advice, adaptations and the Travellers' Service and will also oversee the regulation of private sector housing. This crucial appointment requires excellent leadership and decision-making skills and substantial experience within the housing arena, gained at a senior level in the sector.
- 3.2 This key role should be attractive to a wide cross section of candidates nationally, both from other Local Authorities and from the third/private sector. In order to attract high calibre candidates the services of a search and selection consultancy is sought in order to approach and attract key personnel outside of Leeds City Council.
- 3.3 In view of the above the director has approved the appointment of Gatenby Sanderson to assist in the search and selection process for the right candidate. Gatenby Sanderson are specialists in senior public sector recruitment and have undertaken a number of senior assignments for the Council
- 3.4 The recruitment process is being coordinated by Human Resources. The post advert and the job description are attached as appendix 1 and 2. The process identifies the following steps:
1. Closing date for expressions of interest in the role will be 4th March 2016 with an Employment Committee for longlisting on 10th March 2016
 2. Following longlisting selected candidates will attend an Assessment Centre run in conjunction with HR and Gatenby Sanderson. Candidates will undertake:
 - A stakeholder discussion with key internal and external stakeholders

- A technical interview facilitated by Gatenby Sanderson
 - A behavioural interview conducted by the Real World group
 - An brief discussion with the director Neil Evans
3. The outputs from the assessment centre will be reported to the Employment Committee for shortlisting in order to identify those candidates the Employment Committee wish to invite for the final interview. The date for this committee is to be finalised.
 4. The Employment Committee set for 13th April 2016 is proposed as the formal interview for shortlisted candidates.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The proposals contained in this report have been consulted with the Executive Board Member and key partners. The consensus is that for such a key critical role a wide search for the best candidate should be undertaken.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This post has had an equality impact assessment. (Appendix 3)

4.3 Council policies and the Best Council Plan

- 4.3.1 This post will make a significant contribution to the Best Council Plan objectives and will also play a leading role in a number of the key Breakthrough projects especially making Leeds the best place to live.

4.4 Resources and value for money

- 4.4.1 The post is an established post within the budget provision for 2016/12017.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This post is a Member appointment given its reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.
- 4.5.2 Candidate information is exempt. Candidate details will be sent to panel members under separate confidential cover as Appendix 4.

It is considered that since this information relates to the personal details of candidates it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future

It is therefore considered that this element of the report should be treated as exempt under Rule 10.4. (1) and (2) of the Access to Information Procedure Rules.

4.6 Risk Management

- 4.6.1 The Housing Management arrangements in Environment and Housing are of strategic importance to the effective delivery of services across the city supporting social and economic wellbeing. Failure to provide appropriate leadership and strategic direction in the next period would pose a significant risk.

5 Conclusions

- 5.1 Members of the Employment Committee are to agree the content of this report

6 Recommendations

- 6.1 The Employment Committee is asked to agree the following:
- 6.1.1 Agree to the recruitment of the vacant post Chief Officer, Housing Management.
 - 6.1.2 Agree to the recruitment process as set out in paragraph 3.8.

Background documents¹

None

Appendices to the report

Appendix 1 Job Advert

Appendix 2 Job Description

Appendix 3 Equality screening report (separate attachment)

Appendix 4 Candidate Information - exempt under rule (10.4 (1) & (2)) To be sent under separate cover

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Leeds City Council

Chief Officer Housing Management

Salary to £88,317

Leeds is a thriving, diverse and ambitious city, and we are determined to make it the best city to live in. The provision of good quality and affordable housing has a huge influence on the lives of our residents. We recently took the decision to move our housing stock back under direct Council control. This allows us to offer a better service to our tenants who live in our 57,000 homes as well as save money through efficiencies.

We are now seeking a new Chief Officer to help us lead the management of council housing including tenancy management and support, allocations and lettings, and rental income management. Managing 600 people, the post also covers homelessness and the regulation of private sector housing. Going forward, there are many challenges and opportunities ahead. We need to bring together a workforce that was previously split between three separate ALMOs and consolidate best practice; improve our engagement with tenants; and adapt to the changing legislative landscape.

Candidates will need to have extensive senior experience in a housing function, ideally within a local authority setting, strong operational understanding, as well as excellent management skills. Strong relationship skills, with particular emphasis on experience of successfully working with elected Members are also key. You will also need to work closely with colleagues across the council and external partners to ensure a joined up approach to a wide array of issues.

For more information please see: www.transformingleeds.gov.uk or contact our advising consultants Tim Hills () or Luke Judd ()

Closing date: 4 March 2016

Appendix 2 – Job Description and Employee Specification

Job Title:	Chief Officer Housing Management	Directorate:	Environment & Housing
Grade:	Director 75%	Salary:	£80,286 - £88,317
Reports to:	Director of Environment and Housing	Date:	February 2016

Job Purpose:

The Chief Officer is strategically responsible for the leadership, management and continuous improvement of a range of services and its functions, with accountability and responsibility for the delivery of agreed outcomes, targets and objectives in line with Council priorities and agreed budget. The Chief Officer is responsible for developing and leading a high performing workforce that is representative of the communities and people of Leeds. Where appropriate and set out in specific accountabilities, the role has overall responsibility for fulfilling the Council's statutory obligations.

Principal Accountabilities:

- To ensure the delivery of an efficient, enterprising, sustainable and customer focussed service to the city. To provide transformational leadership to include the continuous improvement of the service to interpret and meet the needs of citizens and stakeholders.
- To develop and lead partnerships and relationships across the city and region to ensure the alignment and delivery of service priorities set out within the Best Council Plan and key projects.
- To represent the Council and city on service related issues, seeking to influence others including partners, government and other key regional and national stakeholders.
- To take the strategic lead in developing the service in the context of city, regional and national priorities.
 - Be accountable to the Director of Environment and Housing for the achievement of service performance, outcomes and objectives (including people measures) within the approved budget for the service. To be actively involved in preparing, managing and controlling budgets and take responsibility where appropriate for assigned budgets.
 - To be responsible and accountable for developing the service to ensure it has a workforce and culture that is representative of the communities and people of Leeds and develops its people and practices to support the Council ambition.
 - To lead managers within the service to develop and maintain a high performing workforce and manage resources to achieve service and overarching objectives, in the context of the city, regional and national priorities.
 - To lead by example, fostering effective joint working within the Council and across the Region. Provide strategic direction and support to colleagues, clients and immediate line reports,

creating an organisational culture of shared accountabilities, learning and continuous improvement.

- To actively drive and deliver continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate Management Teams.
- Within a number of service areas, to take responsibility for maintaining effective communications with staff, service users, councillors, trade unions, partners and other stakeholders and which supports open, inclusive, responsive and accountable government.
- To be accountable for the safety of staff, service users and contractors in accordance with Legislation and the Council Health and Safety Policy.
- To be accountable for and provide appropriate strategic advice relating to the work of the Directorate to Members and council officers and other stakeholders so as to manage risk and support them in their respective roles.
- To maintain a comprehensive knowledge of local, regional and national issues as they relate to service matters and influence council policy and practice as necessary.
- To deputise for the Director as appropriate on range of internal and external issues
- To make delegated decisions regarding service issues in line with the Directors Scheme of Delegations.
- As a senior manager in the Council to work flexibly as required to meet Directorate and Corporate priorities.
- As a leader in the organisation with key people management responsibilities to undertake duties in relation to people management policies such as Investigating Officer and Hearing Officer.

Specific Responsibilities:

You may be required to work across a range of services within Environment and Housing, with specific responsibilities outlined as follows:

Chief Officer Housing Management

- To lead and be accountable for the delivery of the range of Housing Management services provided across the city, including the Council's Housing Options service. To ensure the people of Leeds and communities receive responsive and relevant services. To recognize and maximise opportunities for a locality based approach.
- To lead and provide strategic direction for the Housing Options service to deliver the statutory homelessness and housing advice functions of the Council.
- To work collaboratively with senior managers across the Council and key partner organisations (e.g. Health, Adult Social Care) to ensure an integrated approach to the Housing Options strategy and delivery for vulnerable community groups.
- To establish, maintain and influence relationships with internal and external partners (including private landlords and Housing Associations) to create a multidisciplinary approach to deliver services for housing management services and for housing support service, adaptations and for gypsy and traveller communities.
- To lead and develop the Council's Housing Management Strategy and work with partners and stakeholders across the city to deliver effective housing solutions for communities with complex and/or vulnerable needs.
- To lead and deliver an effective execution of tenancy and estate management in line with local and government policies.
- To provide strategic leadership and responsibility to oversee tenancy support strategies for Council Tenants that will prioritise the most vulnerable citizens, address homelessness, safeguarding and support independent living.
- To lead, implement and deliver the Councils Allocations & Lettings policy; optimising tenant and community involvement.
- To be accountable for income management activity to meet required targets and to ensure it is optimised through efficient rent collection (which accounts for approximately £200 million per annum) and management of voids.
- To be lead the development and implementation of strategies to support tenants affected by welfare change.
- To work collaboratively with other Chief Officers and relevant partners who have responsibility for housing to ensure the above activities are co-ordinated in line with overall strategy.

Approval: I confirm that this document conveys a full and accurate description of the job as of February 2016

Signed: Neil Evans, Director of Environment and Housing **Date:** February 2016

DIRECTOR 75%

EMPLOYEE SPECIFICATION

In order to fulfil the standard requirements of the post, post holders must meet the following requirements. Candidates for selection for the post will only be shortlisted for interview if they can demonstrate in their application that they meet these requirements.

Motivate Teams, Individuals and Self

- **Ability to provide visible and supportive leadership, which empowers, enables and develops staff to achieve results.**
- **Provide direction and energy to achieve strategic objectives.**
- **Substantial senior leadership and management experience in a service or operational area relevant to the area of service delivery in the remit of the post.**
- **Commitment to continued professional development.**

Manage staff performance

- **Ability to manage and monitor performance effectively and set clear objectives for the review of individual and service level performance.**
- **Ability to coach and mentor staff and other managers effectively to develop a culture of high performance**
- **Ability to translate strategic outcomes, service plans into clear objectives.**
- **Experience of successful strategic and operational resource management including the evaluation of competing priorities and management of accountabilities.**

Promote and celebrate diversity

- **Understand and promote policy on equal opportunities and diversity in both service delivery and employment.**
- **Enable all diverse communities to make use of council services.**
- **Personal integrity with commitment to fairness, equality and diversity.**

Improve service delivery

- **An understanding of and commitment to sustainability in service delivery.**
- **To be able to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions.**
- **To be able to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes.**
- **Demonstrate effective leadership and management to achieve significant, sustainable service improvements and outstanding results in a multi-disciplinary environment.**

Manage projects

- **Ability to lead change programmes, improve service quality and support a culture that drives up standards**

and performance.

- Ability to take forward initiatives and policies from development to implementation using project management methodologies.
- Substantial experience of working effectively with others to deliver cross sector or cross service projects.
- Ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances and priorities.

Promote customer focus

- An understanding of community issues relevant to the area of service delivery in the remit of the post.
- Good understanding of the public sector and its relationship with the private and third sectors.
- Experience of managing services to meet customer needs.
- Evidence of significant experience and commitment in relation to the engagement of relevant citizens, customers, communities and stakeholders in decision making processes.
- Demonstrate a detailed knowledge and understanding of Housing issues within Leeds.

Effective communication and engagement

- Ability to put corporate vision and values into practice through agreed policies and strategies.
- Significant experience of making an effective contribution to internal and external meetings, networks, forums including those at a local, regional and national level.
- Ability to develop productive working relationships that command respect, trust and confidence.
- Ability to produce comprehensive high quality reports, business cases and to deliver presentations to a diverse audiences on a range of complex strategy and policy.

Solve problems and make decisions

- Ability to resolve conflict and demonstrate effective advocacy.
- Ability to collate and analyse complex information to inform decisions.
- Understand and ensure compliance with the legal, financial, governance and control frameworks including risk management
- Demonstrate understanding of the need to balance the corporate orientation with operational responsibilities and accountability.
- Demonstrate ability to develop strategic and business focussed solutions to service and corporate problems.

Work with partners and members

- Understanding of local government political systems and experience of working on politically sensitive issues.
- Understanding of public sector Issues including the impact of government and legislation on Council

strategy and services

- **Experience of developing, managing and contributing to complex partnerships involving various stakeholders to gain ownership of a shared vision and direction to achieve positive outcomes.**
- **Evidence of strategic leadership and credibility whilst working collaboratively across services and with partners to deliver excellent services and outcomes.**
- **Ability to develop and maintain constructive relationships with trade unions including understanding of consultation, negotiation and collective bargaining.**
- **Significant experience of developing productive working relationships with Council Members and members of Corporate Leadership Team that command respect, trust and confidence.**
- **Experience of successful contract procurement, management and monitoring.**

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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Environment and Housing	Service area: Directorate
Lead person: Neil Evans	Contact number: 0113 22 43661

1. **Title:** Appointment to Chief Officer Housing Management, Environment and Housing

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify – Employment Appointment

2. Please provide a brief description of what you are screening

The proposal and recruitment to the new post of Chief Officer Housing Management, Environment and Housing

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

The Job Description and Person Specification for this post gives clear expectations of this role. The recruitment process will be member led and will test and explore the commitment in relation to a number of equality areas such as partnership working, fostering good relationships and addressing inequalities in the city.

The post itself will play a lead role to deliver constructive partnerships in the city within the existing well established frameworks and have the opportunity to further enhance our commitments to better, fairer outcomes to users of Leeds services.

As part of the recruitment process there will be an assessment centre element. Within this there will be a behavioural interview focussing on behaviours and values.

- **Key findings**

The appointment of a strong candidate will enhance better equality outcomes through the effective fulfilling the functions of this role.

- **Actions**

The impact and assessment of this post will be managed through the Council's existing management, performance reporting and appraisal processes

5. If you are **not** already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Ian Williams	Senior HR Business Partner	1 st March 2016
Date screening completed 1 st March 2016		

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: