



EMPLOYMENT COMMITTEE

**Meeting to be held in Carriageworks Theatre, The Electric Press, 3 Millennium Square,
LS2 3AD on
Wednesday, 14th December, 2016 at 9.30 am**

MEMBERSHIP

Councillors

B Anderson
D Coupar
S Golton
M Harland
J Lewis
A Ogilvie

**Agenda compiled by:
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Civic Hall
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**Governance Services

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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>To 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>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
5			<p>APOLOGIES</p> <p>To receive any apologies for absence from the meeting.</p>	
6		10.4(1, 2) (Appendix 3 only)	<p>APPOINTMENT OF DIRECTOR OF COMMUNITIES</p> <p>The Chief Officer (HR) submitted a report which presented a proposal to appoint to the position of Director of Communities and which presented the details of the candidate to be interviewed.</p> <p>(Please note that appendix 3 to this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) and (2))</p> <p>Report attached.</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>	1 - 16

Item No	Ward/Equal Opportunities	Item Not Open		Page No

Report of *Chief HR Officer*

Report to *Employment Committee*

Date: *14th December 2016*

Subject: *Appointment of Director, Communities*

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 3 is exempt under rule (10.4 (1) & (2))	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

This report explains the reasons for the recruitment to the new Director of Communities post, arising from the reshaping of the Corporate Leadership Team, and outlines the recruitment process.

Recommendations

- 6.1 The Employment Committee is asked to:
 - 6.1.1 Note the process for the recruitment of the post of Director, Communities
 - 6.1.2 Following the interview process make a recommendation for appointment.

1 Purpose of this report

- 1.1 This report outlines the reasons for the recruitment to the Director of Communities post and sets out the recruitment process.

2 Background information

- 2.1 Against the backdrop of the delivery of our ambitions within the current and future context the time is right to review our organisations shape to ensure our achievements to date can be continued and improved, whilst significant savings are made. This change will allow the next phase of cultural change to be effective because there will be simpler and flatter structures.

- 2.2 The last major overhaul of the Council's organisation shape was in 2006. Following the Commission in 2012, there was work done to look at the role of local government. This suggested:

- 2.2.1 a strong city strategic leadership role, to achieve Best City ambitions by driving the economy through housing and business growth: supporting the wellbeing of the population; and enabling sustainability of the city's environment. Enabling and delivering a broad range of services in localities, using a variety of innovative approaches to work with communities to meet need and improve outcomes. Supported by a strong corporate enabling function.

- 2.3 Since 2010, there has been a significant reduction in the workforce (2000+ staff), the transfer of Housing and Public Health into the Authority and changes in the way many services (including support services) are delivered.

- 2.4 With a further significant budget challenge, we have a number of cross cutting reviews underway to support the delivery of our medium term financial strategy. Both the Locality Review and the Support Services Reviews, along with the remaining '99' service reviews will significantly change the way in which services are delivered.

- 2.5 The developing direction of travel from the service reviews coupled with the current make up of the Corporate Leadership Team (CLT) has resulted in an emerging new organisational shape that will be effective from 1st April 2017. This is in line with the previous work undertaken about the role of local government.

- 2.6 From 1st April 2017 CLT will be smaller in size currently 9 members in size reducing to 7, saving approximately £200k. The post of Deputy Chief Executive will be deleted when the current post holder retires at the end of March 2017 leading to a move of some functions and responsibilities amongst the other members of CLT. The current Director of Environments and Housing will take on the role of the Director of Strategy and Resources from 1st April 2017.

- 2.7 The post of Assistant Chief Executive Citizens and Communities will be deleted from 31st March 2017. The majority of existing Citizens and Communities and Environment and Housing functions will be merged under the new Communities Directorate

3 Main issues

- 3.1 The changing scope of the new Communities Directorate significantly increases the leadership responsibilities and accountabilities to lead the new functions. The new Director Communities will lead this new area
- 3.2 The post has been advertised throughout the Authority requesting expressions of interest.
- 3.3 The recruitment process is being coordinated by Human Resources. The post Advert, Role Specification and Profile are attached as appendix 1. The process identifies the following steps:
- a. Closing date for expressions of interest in the role is 5th December with an Employment Committee on 14th December 2016
 - b. A stakeholder discussion with key external stakeholders

Expressions of interest applications are attached to the Employment Committee report (Appendix 3)

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The proposals contained in this report have been consulted with the leadership of the Council and with key partners.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This post has had an equality impact assessment. (Appendix 2)

4.3 Council policies and the Best Council Plan

- 4.3.1 This post will make a significant contribution to the Council's ambition to be the Best City with greater emphasis on work in localities.

4.4 Resources and value for money

- 4.4.1 The post is an established post within the budget provision for 2016/17.

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 The candidate information in the report is exempt from publication. Appendix III attached to this report relates to the personal details of candidates applying for employment within the authority.

It is considered that since this information relates to the personal details of Council Employees 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 (Appendix 3) of the report should be treated as exempt from publication under Rule 10.4.(1) and (2) of the Access to Information Procedure Rules.

4.6 Risk Management

- 4.6.1 The Council has clear responsibilities for reducing inequalities across the city, particularly in some of our most deprived neighbourhoods, and a failure to recruit to this post will impact on its ability to fulfil these responsibilities.

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 :

6.1.1 Note the process for the recruitment of the post of Director, Communities

6.1.2 Following the interview process make a recommendation for appointment

7 Background documents¹

- 7.1 N/A

Appendixes for the report

Appendix 1 Advert, Role Specification and Profile

Appendix 2 Equality Screening report

Appendix 3 Expressions of Interest from Shortlisted candidates

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.

Appendix 1a - Director of Communities

Advert

Director Grade : £135,691 - £147,700

An exciting opportunity has arisen to support and join the strategic leadership management of the Council, with key responsibility to lead the Communities Directorate from 1 April 2017.

As the Director of Communities, you will provide strategic direction and vision for the effective delivery of a range of services in the city, including waste management, community safety, environmental action, parks and countryside, benefits, customer access, libraries, licensing, elections and localities.

You will have extensive experience of operating successfully at a strategic and corporate management level, with a proven track record in the development and implementation of corporate objectives, policies and strategies.

We are seeking applicants who have the ability to work collaboratively with partners in the city and beyond, members and colleagues whilst also being able to exercise excellent judgement where strong decisive action is required.

The Role Specification and Profile is attached, should you be interested in this role can you please submit an expression of interest (no longer than 2 sides) to Lorraine Hallam Chief Officer HR by no later than 5.00pm Monday 5th December 2016. The appointment is subject to an Employment Committee decision and this is taking place on the 14th December 2016.

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People in these roles have specific accountabilities and overall responsibility for the leadership, management and continuous development and improvement of the directorate and for contributing to setting the purpose and strategic direction of the Council. They initiate, develop and lead plans, policies and strategies that are aligned with Council and service priorities. They ensure the professional development and delivery of highly effective services which achieve the Council's vision, targets, and strategic outcomes.

As part of the Corporate Leadership Team, roles at this level balance corporate policy within a strategic planning framework across functions and specific services or a range of cross organisational services. They live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country

As head of a group of services this role may have specific accountabilities and overall responsibility for the leadership, development, delivery and discharge of statutory functions and services, as appropriate, to fulfil the Council's statutory obligations.

Aspect For roles at this level, you must be able to show you..	Outcome The result when all aspects are applied effectively
<p>Know – Professionally accredited or with the equivalent in depth and diverse expertise and significant advanced knowledge gained through extensive and substantial managerial/practical experience</p> <p>Have a highly developed and extensive knowledge of local, regional, national and international issues that influence the city and region and impact upon council strategy, policy and practice.</p> <p>Comprehensive understanding of the economic, business, cultural and political environment within the city and region and the ability to drive work programmes to changing priorities</p>	<p>You provide advice and guidance to the Leadership team and to Members and partner organisations that is based on your irrefutable knowledge and experience</p> <p>You take a key role in inspiring and shaping the leadership, vision and strategic direction of the Council across the City, region, nationally and internationally.</p> <p>You deliver outcomes within a general framework of strategic direction in situations which are often ambiguous, intangible and unstructured. You cut through traditional boundaries to engage partners and communities to work differently</p>
<p>Leadership & strategic planning – develop and maintain strong and dynamic relationships and trust, with politicians, partners, stakeholders and communities locally, regionally and nationally in order to create and enhance the city's profile and reputation</p> <p>Lead on cross cutting themes, highly complex and high profile transformational change programmes, projects and initiatives that have the ability to influence the strategic direction of the council and that impact across the council, city and region</p>	<p>You provide visionary leadership, promoting innovation and articulating key priorities, translating strategy and objectives into real actions</p> <p>You use high level skills to translate strategy and vision into relevant and deliverable programmes and plans. You evidence how you influence the organisation in becoming a more efficient and enterprising council</p>

<p>Drive and deliver the development of evidenced based and innovative cross service strategies that will ensure the achievement of a high performing culture to deliver excellent service performance, planned outcomes, targets and objectives.</p>	<p>You generate positive support and energy for change. Service performance is excellent and there is evidence of successful delivery of cross cutting themes, transformation and change programmes, projects and initiatives.</p>
<p>Collaboration & innovation – Develop and lead a culture of innovation and enterprise, challenge existing practice and develop new models of service delivery that meet long term strategic and statutory objectives providing sustainable, flexible and adaptable outcomes</p> <p>Lead the Council’s strategy and priorities developing and sustaining highly effective relationships that influence and promote a coherent, focused and aligned approach to delivering improved outcomes across the city, the region and nationally</p>	<p>You create the right conditions and culture that allows others to innovate; you demonstrate highly effective collaboration and engagement that leads to successful and innovative business outcomes.</p> <p>You successfully motivate people and broker collaborative working relationships with a range of key stakeholders building partnerships across sectors and with members</p>
<p>Problem solving & decision making – undertake a key role in the Best Council and the Corporate Leadership Teams in ensuring that developments and improvements remain focused on delivering solutions based outcomes across the city and region</p> <p>Lead on constructive consultation, engagement and communication of highly complex/sensitive issues. Anticipate and influence emerging diverse issues and changing context to develop robust strategies to shape events and develop the strategic direction of the council and city priorities.</p>	<p>You provide strategic advice, critical challenge and moderation in all aspects of the services and wider council/partner activities.</p> <p>You develop, maintain and sustain highly effective working relationships at all levels. You demonstrate effective advocacy and manage confidential, challenging and highly sensitive issues/situations involving significant negotiation with the ability to resolve conflict and find resolution in highly complex problem areas</p>
<p>Deliver – Influence and contribute to the wider issue of strategy development and prioritisation for both the city and the City Council. You enable the delivery of sustainable growth in a big city context</p> <p>Plan, organise and commission the delivery of services to and on behalf of the organisation and partners, having a profile regionally and nationally.</p>	<p>You understand the need to balance the corporate orientation with operational responsibilities and accountability. There are strategies in place to deliver measurable and sustainable improvements in quality and service standards</p> <p>You deliver successful outcomes that reflect the diverse and inclusive nature of the city. You advocate member input, community consultation and customer feedback to inform design, delivery and performance management of services</p>
<p>Resource management – Create a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the use of resources, budget and actively promotes the council’s values, supports adaptable ways of working and creates strong flexible teams</p> <p>Strategic responsibility and accountability for the management, deployment and control of a significant budget across the directorate and/or cross services.</p>	<p>Evidence of providing direction and support to enable a high challenge, high support workforce, delivering successful outcomes, with a ‘can do’ attitude and in an environment of continuous improvement</p> <p>You have demonstrable financial management skills and high standards of financial probity ensuring that strategies and processes are in place to meet targets and deliver excellent value for money within services.</p>

Job title: Director of Communities

Date: 17.11.16

Ref:LS4501

Job Purpose

Support the Chief Executive in the strategic leadership management of the Council in line with our ambition and values to improve outcomes and reduce costs; and to contribute to the development and implementation of corporate strategic policies, budgetary processes and the achievement of all of the Council's objectives.

Lead and manage the Communities Directorate and provide strategic direction and vision for the effective delivery of a range of services within the city, including community safety, waste management, environmental action, parks and countryside, benefits, customer access, libraries, licensing, elections and localities, along with other areas as required.

Provide advice and guidance to the Leadership team and to Members and partner organisations.

Key Requirements

- Ability to work collaboratively with partners in the city and beyond, members and colleagues whilst also being able to exercise excellent judgement where strong decisive action is required
- Extensive experience of operating successfully at a strategic and corporate management level, with a proven track record in the development and implementation of corporate objectives, policies and strategies
- Evidence of success in leading on major transformational change, developing a high performance culture which puts customers first, delivers high quality outcomes, reduced costs and values colleagues
- Evidence of success in building and enhancing the reputation of an organisation, locally and nationally with external bodies, the community and the media
- Evidence of forging and driving successful partnership arrangements with a wide range of internal and external bodies to successfully deliver cross-sector projects and quality outcomes

LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none"> • Leading colleagues to achieve significant sustainable service improvements and outstanding results in a diverse environment
Being Open, Honest & Trusted	<ul style="list-style-type: none"> • Develops trust with engaging, collaborative and inclusive ways of working and having confidence and perspective to facilitate open and honest relationships with elected Members, partners and colleagues
Working with Communities	<ul style="list-style-type: none"> • Works with and champion the needs of diverse, communities with a commitment and focus to delivering improved outcomes for citizens, customers and stakeholders

<p>Treating People Fairly</p>	<ul style="list-style-type: none"> • Evidence of promoting and delivering positive solutions to achieve diversity, tackling inequality and preventing discrimination • Create a clear sense of direction and ownership of planned objectives through effective use of performance management
<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> • Managing resources to achieve improvements and excellence within financial and budgetary constraints, using innovation to deliver change
<p><u>Working Context</u></p>	
<ul style="list-style-type: none"> • The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region. Hours are worked mainly Monday to Friday, in accordance with the need of the service; however, the post holder will be expected to work regularly outside normal working hours, including attendance at evening/weekend meetings or events, including being part of the Corporate Leadership Team on call rota 	
<p>The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility</p>	

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: Communities	Service area: Directorate
Lead person: Tom Riordan	Contact number: 0113 2474554

1. Title: Appointment to Director of Communities

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 recruitment to the post of Director of Communities.

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 Person Specification and Role Profile for this post give clear expectations of this role. The recruitment process will be member led and test and explore the commitment in relation to a number of equality areas in delivering the Council's aspirations and values.

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

- **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
Emma Wyatt	Head of HR	11 th November 2016
Date screening completed 11 th November 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:

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