

EMPLOYMENT COMMITTEE

Meeting to be held remotely (via Zoom) on
Monday, 9th November, 2020 at 9.30 am

MEMBERSHIP

Councillor C Anderson

Councillor R Charlwood

Councillor J Lewis

Councillor A Scopes

Vacancy

Note to observers of the meeting: To remotely observe this meeting, please click on the 'View the Meeting Recording' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

<https://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=547&MId=10191&Ver=4>

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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			<p>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF CHIEF OFFICER RESOURCES & STRATEGY WITHIN ADULTS & HEALTH DIRECTORATE</p> <p>To receive a report of the City Solicitor which provides an overview of the governance arrangements and format of this specific Employment Committee.</p> <p>(Cover report & appendix attached)</p>	5 - 16
7			<p>APPOINTMENT OF CHIEF OFFICER RESOURCES AND STRATEGY, ADULTS AND HEALTH</p> <p>To receive a report of the Chief Officer (HR) which presents a proposal to the Employment Committee to appoint to the position of Chief Officer Resources and Strategy, Adults and Health</p> <p>(Cover Report and Appendix No. 1 attached, Appendix 2 to follow)</p> <p>(Please note that Appendix No. 2 (candidates' details) is designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) and (2))</p>	17 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<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>	
2				
a)				
b)				

Report of City Solicitor

Report to the Employment Committee

Date: 9th November 2020

Subject: Governance Arrangements regarding Recruitment to the Position of Chief Officer Resources & Strategy within Adults & Health Directorate

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open 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

Summary

1. Main issues

- The Employment Committee has been established by full council to ‘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.
- 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 Resources & Strategy** within the Adults & Health directorate.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- Recruiting to this statutory position is in line with the priorities of the Best Council Plan.

3. Resource Implications

- There are no resource implications arising from this report.

Recommendations

The Committee is recommended to note:-

- a) The governance arrangements and format relating to the Employment Committee; and
- b) The Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information.

1. Main issues

- 1.1 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 for the membership of this Employment Committee to be 5, with Members being appointed in the following proportions, in line with the overall political composition of the Council:

Labour	Conservative	Liberal Democrat
3	1	1

- 1.2 Meetings – Although comprising one formal committee meeting, this recruitment exercise includes two distinct sessions: one to conduct a short listing exercise (9th November 2020) and one to conduct the formal interview of the shortlisted candidates (19th November 2020).
- 1.3 Quorum - Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 1.4 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 to consider making such a resolution prior to considering the information contained within agenda item 7.
- 1.5 Process following interviews – The Committee is invited to note, that before an offer of employment can be made, the Executive will be notified of the name (and any other details deemed relevant) of the individual that the Committee wishes to offer the post to. Executive Members would then have a designated period of time to raise any objections they may have to the making of an offer to that individual. Should any objections be raised, it would then be up to the Employment Committee to determine whether it is material and/or well founded. (Procedure Rule 4, within the Appendix provides further detail).

2 Corporate considerations

2.1 Consultation and engagement

2.1.1 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

2.2 Equality and diversity / cohesion and integration

2.2.1 No implications

2.3 Council policies and the Best Council Plan

2.3.1 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process supports Leeds' Best City Priorities within the Best Council Plan.

Climate Emergency

2.3.2 There are implications regarding the Climate Emergency arising from this report.

2.4 Resources, procurement and value for money

2.4.1 No implications.

2.5 Legal implications, access to information, and call-in

2.5.1 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.

2.5.2 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.

2.5.3 The report is not subject to Call In.

2.6 Risk management

2.6.1 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.

3 Conclusions

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

4 Recommendations

4.1 The Committee is recommended to note:-

- The governance arrangements and format relating to the Employment Committee; and
- The Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information.

5 Background documents¹

5.1 None.

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.

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:

- , 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.

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)

7.2.3 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

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.

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.

- 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

- 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: Director of A&H

Report to: Employment Committee

Date: 27 October 2020

Subject: Appointment of Chief Officer Resources and Strategy, Adults and Health.

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

Summary of main issues

This report outlines the reasons for the permanent recruitment to the post of Chief Officer Resources and Strategy in the Adults and Health Directorate.

The Employment Committee is asked to:

Note the process for the recruitment of the post of Chief Officer; and following the interview process, should an appropriate candidate be identified, make an offer of appointment, subject to the associated notification processes, as set out within the Officer Employment Procedure Rules.

1 Purpose of this report

- 1.1 This report outlines the reasons for the permanent recruitment to the post of Chief Officer Resources and Strategy Adults and Health Directorate.

2 Background information

- 2.1 This report outlines the immediate need to recruit to the Chief Officer Resources and Strategy in the Adults and Health Directorate. This has arisen due to the post holder retiring at the end of March 2021. This post will work across Leeds City Council and the Directorate. The requirements for this post have an impact in

delivering the Council's Adults and Health strategic responsibilities and achieving the aims and outcomes for the Council, city, region and nationally.

3 Main issues

- 3.1 The Chief Officer R&S will support the Lead Member for Adults and Health and the Chief Executive of Leeds City Council in order to deliver programmes of strategic significance to the Council in order to deliver services and interventions in line with Council & Directorate priorities.
- 3.2 This post is a key post within the Adults and Health Directorate. It provides strategic leadership on the use of resources within the Directorate, with a major focus on the financial management of the Directorate's business. The post also provides leadership to the support services supporting the directorate ensuring alignment of both directorate and corporate priorities, in conjunction with their respective corporate Chief Officers. The post-holder provides advice and expertise to decision makers across the Council. The post-holder also works with key partners at a national, regional and local level and in collaboration with the Directorate Leadership Team supports the delivery of real change across the city.
- 3.3 The grade of the Chief Officer Resources and Strategy is DIR70% which equates to between £79,526.22 and £87,478.67 per annum (excl. oncosts) and this is provided for within the directorate's budget.
- 3.4 Given the unprecedented financial challenge being faced by the Council and the significant savings, together with the associated significant changes which will be required across the Directorate in association with the delivery of those savings, the retirement of the existing post-holder at this time without a robust succession plan has been identified as a key risk. This proposal also ensures that the post could be recruited to internally, in accordance with the current protocols of not recruiting externally at this financially challenging time, but also to allow for sufficient time for an external recruitment exercise to be completed and the post-holder installed prior to 31st March 2021 when the current incumbent retires, if necessary. The further advantages of internal recruitment is that, if successful, it would not incur the potentially extensive costs (circa £20k to £30k for similar posts) and it can take place relatively quickly. If someone internal to the council is appointed to the post, a saving could also potentially be realised elsewhere within the Council which would contribute positively to reducing the wage bill.
- 3.5 If internal recruitment is successful, we would anticipate that up to a 3 month handover would be advisable to ensure that the new post-holder is fully embedded in the new role in preparation for the key challenges of the new financial year. Further information regarding funding is provided below.
- 3.6 The potential additional costs of enabling a 3 month handover arrangement are difficult to estimate as it will depend on the existing grade and salary of the successful candidate.
- 3.7 Option 1: successful candidate is already situated within the directorate.

The potential additional costs of enabling a three month handover arrangement are difficult to estimate as it will depend on the existing grade and salary of the successful candidate. However, assuming that the successful candidate is currently a Head of Service, the additional costs would be in the region of £5k (including on costs). It is proposed that these costs are met from the Directorate's available resources.

3.8 Option 2: successful candidate is based within another the directorate.

The potential additional costs of enabling a three month handover arrangement are difficult to estimate as it will depend on the existing grade and salary of the successful candidate. However, assuming that the successful candidate is currently a Head of Service, the additional costs would be in the region of £26k (including oncosts). It is proposed that these costs are met from the Directorate's available resources.

3.9 The recruitment process is being co-ordinated by the Directorate and Human Resources. The Recruitment timeline is as follows:

- Job advert close – 30th October 2020.
- Short/Long List by Employment Committee 9th November 2020.
- Assessment and Interviews – 19th November 2020.

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 Executive Members. Consultations have also taken place with the trade unions.

4.2 Equality and Diversity / Cohesion and Integration

This is a senior role and has been subject to internal advertisement.

4.3 Council policies and the Best Council Plan

4.3.1 Recruiting to this role will build on achievements to date and continue to deliver positive outcomes for Leeds. This will be done by creating a culture of excellence in service delivery and continuous improvement that focusses on maximising resources and delivers agreed outcomes and objectives in accordance with the values, vision and service priorities.

4.4 Resources and value for money

4.4.1 The post is an established post and is within the budget provision for 2020/2021.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This post is an Employment Committee appointment in line with the criteria set out in the Officer Employment Procedure Rules, and will be recruited to in accordance with those Procedure Rules.

4.5.2 Candidate information as part of this recruitment exercise is detailed within Appendix 2 which is exempt from publication. It is considered that this information will relate to individuals personal details.

Also it is considered that the release of such information in Appendix 2 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 future candidate information in Appendix 2 should be treated as exempt from publication under the provisions of paragraphs 10.4 (1) and (2) of the Access to Information Procedure Rules.

4.6 Risk Management

4.6.1 The Council has responsibilities for the health and wellbeing of all residents and failure to recruit to this key senior leadership post will impact on its ability to fulfil these responsibilities.

5 Conclusions

5.1 Members of the Employment Committee are requested 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 Chief Officer Resources and Strategy, Adults and Health; and

6.1.2 Following the interview process, should an appropriate candidate be identified, make an offer of appointment, subject to the associated notification processes, as set out within the Officer Employment Procedure Rules.

7 Background documents¹

7.1 N/A

Appendixes for the report

Appendix 1a - Advert. Appendix 1b - Role Profile and Role Specification.
Appendix 2 Candidate Information – Exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) & (2)

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.

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Leeds City Council

Role Specification

Dir 70%

Job title: Chief Officer Resources and Strategy

Date:

Ref:

Job Purpose The Chief Officer will provide strategic leadership on all aspects of resource management and business support with a particular focus on financial management and strategy for the Adults & Health Directorate providing advice and expertise to decision makers across the Council. Working with key partners at a national, regional and local level the Chief Officer will champion the strategic, financial and resource initiatives within the organisation and in collaboration with the Directorate Leadership Team will support the delivery of real change across the city. The Chief Officer will also support Directorate colleagues to ensure that service delivery meets the required performance standards and that the statutory duties of the authority are delivered by taking an innovative approach, bringing together key support services within Adults and Health.

The post holder is accountable to the Director of Adults and Health for the delivery of agreed outcomes, targets and objectives. The main purpose of the role is to develop and implement strategies to deliver coordinated support to front line services pursuing excellent outcomes for citizens with care and support needs within the limited resources available. This specific purpose is achieved through the direct line management of a number of services, together with the exercising of a key commissioning role to direct and influence corporately organised support services.

Direct Line Management:

Adult Operational Financial Services
Organisational and Workforce Development
Complaints Service
Policy, Performance & Intelligence Service

Commissioning Relationship:

Financial Management
Human Resources
Information Technology & Information Governance
Asset and Property Management
Communications
Administration, Leadership Support and Governance
Relationship management with key partners such as the NHS

Key Requirements

To support the Director by leading a major area of the Directorate to ensure delivery of Best Value services to customers, to meet the objectives of the Council's Corporate Plan and comply with Government Standards.

To motivate, develop and coach managers within your major area of the Directorate so that they manage the Directorate staff and other resources to achieve Corporate Plan and Service Plan objectives.

Monitor and review the achievement of targets in a major area of the Directorate activity and take action to ensure targets are met and improvements achieved.

To secure the achievement of the Directorate's Equalities plans and targets in a major area of the Directorate
A relevant professional qualification (preferably CIPFA) and substantial experience in working in this field together with substantial senior leadership and management experience.

To take the strategic lead in developing the service ensuring alignment so far as is possible between directorate and corporate policies, procedures and priorities in the context of city, regional and national priorities.

Comprehensive knowledge and understanding of the current local, regional and national issues and the legislative and political context relating to the Leeds Health and Social care system

Effective partnership working with partners and key stakeholders and of forging and driving successful partnership programmes to deliver cross sector priorities and outcomes

Excellent communication skills with the ability to influence, negotiate and establish credibility across sectors to enhance reputation and form positive relationships

Experience of successful leadership and management of large scale complex change programmes including service redesign and transformation with an understanding of the strategic issues that face integrated work

In line with the Budget Management Accountability Framework to be responsible and accountable for developing appropriate, proportionate and effective financial solutions to be implemented across the Directorate while managing complex risks. Support the Directorate to draw up and implement a Medium Term Financial Strategy.

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 take responsibility for maintaining effective communications and engagement with staff, service users, councillors, trade unions, partners and other stakeholders and which supports open, inclusive, responsive and accountable government.

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. This includes taking overall responsibility for the digital and information technology Roadmap for the Directorate and the Business Intelligence requirements for ensuring improvements in Service Delivery.

Actively support the Corporate Leadership Team in achieving continuous improvement across the Council and; as a member of Directorate Leadership team, develop and implement initiatives to support continuous improvement in the Directorate Services.

Working Context The role is primarily office based the post holder will be 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 needs 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 as the service requires and be willing to be part of the out-of-hours senior management on call rota over holiday periods.

Role profile

People in roles at this level are responsible for the strategic leadership and direction and delivery of specific functions and services as appropriate.

Specifically, the Chief Officer is accountable to the Director of Adults and Health and contributing to the effective directorate initiatives to combat the effects of climate change to deliver city-wide change

Working as part of the Best Council leadership team and Best Council Design Team; roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council and the best city in the UK.

For roles at this level, you must be able to show

Knowledge – Appropriate professional qualification or equivalent in depth diverse expertise with significant managerial/ practical experience across service areas using your knowledge and expertise to plan and develop strategies and frameworks to shape future service provision in partnership with others

Extensive knowledge of local, regional and national issues that influence the city and region and impact upon health and social care strategy, policy and practice. Identifying links between societal and economic trends and anticipate emerging issues to influence the strategic direction and delivery of shared outcomes

Thorough understanding of the economic, business, cultural and political environment within the city and region and the ability to give direction to changing programmes and priorities understanding the significance of building strong and dynamic relationships at all levels that build trust and enhance profile and reputation

Leadership & strategic planning – Lead by example, cultivating strong relationships and effective joint working within the Council, politicians and with partners and stakeholders across the City, region and nationally. You develop and enhance public and private sector partnership relationships to help to bring the city together and to join up the approaches of different stakeholders

Set and deliver a coherent financial strategy for the Directorate and complex change and transformational goals with broad perspectives and long term timelines, that impact across the health and social care system using a range of leadership styles which focus on achieving results, building trust and generating energy and support during periods of significant cross sector, services and system change.

Develop innovative strategies that support the achievement of a high performing culture, where everyone can realise their potential and 'feel they count' and where there is a drive to deliver excellent service performance, planned outcomes, targets and objectives. Demonstrate visible and supportive leadership with excellent communication skills creating a climate of learning and improvement leading to high levels of performance and improved outcomes.

Collaboration & innovation – In partnership with others, develop strategies and frameworks to shape future service provision, share best practice, add value and improve outcomes in line with significant strategic programmes and plans. You use your influence to develop ways of working that lead to creative and innovative solutions to complex strategic problems

Develop opportunities to work collaboratively across the local authority and NHS to facilitate and support an approach that is needs-led and focussed on health and care outcomes for citizens and their carers. You develop ways of working that encourages and supports engagement with stakeholders and which leads to the delivery of services with a focus on individual needs and outcomes

In partnership develop and lead innovative and enterprising models of service delivery across sectors and services. Engage with multi-agency teams, partners and communities to influence and shape the vision to meet city priorities. There is evidence of how you effectively collaborate and engage with all stakeholders that leads to priorities and objectives being met.

Problem solving & decision making - Undertake a key role at Best Council leadership level identifying opportunities, initiating and developing strategic plans and projects and delivering solution focused outcomes across a diverse range of related and unrelated issues. You demonstrate commitment to working and leading across sectors and services, to enable transformation, and implement change and deliver agreed outcomes, targets and objectives

Anticipate emerging issues and changing context and develop strategies and policies to solve related or unrelated problems or seize opportunities across services. There is evidence that you take diverse issues requiring development of solutions and implement strategies that lead to successful outcomes

Deliver - Working in partnership with the Council, Leeds CCG, NHS England and Public Health England take a lead role in influencing, informing and assisting the development of strategies, policy, functions and structures for the delivery of highly effective cross sector health and social care commissioning services and governance arrangements. You ensure that local and regional level plans and policies are influencing and being influenced by developments in health commissioning, public health and the wider wellbeing agenda

Inform, support and assist complex and large scale health and social care transformation programmes, coordinating work across Council directorates and managing relationships across services and with partners and other stakeholders. There is evidence of your ability to lead and manage large scale change. You demonstrate credibility, integrity and openness and ability to work collaboratively to deliver outcomes

Resource management - Set and deliver transformational goals with broad perspectives and long term timelines, which maximises effective resource management, ensures robust financial management, decision making and financial compliance and is responsive to sector and city priorities. Plans are in place to meet priorities, budgets are maximised and there is an efficient and sustainable use of resources.

Support a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the effectiveness of the workforce through workforce planning and actively promotes organisational values, supports adaptable ways of working and creates strong flexible teams
You empower, enable and develop individuals and teams, promoting a 'can do' attitude within an environment of supported and continuous improvement

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

LCC Values

Leeds City Council values are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave. Leeds City Council expects all its employees and councillors to observe our core values and to understand our codes of conduct for ethical behaviour, correct use of the Digital Information Service (DIS) facilities and protection of sensitive information.

They reflect the current needs of the city. In a period of immense change and real challenge we must be both confident and decisive about what we do and how we do it. Observing our values can help us:

Working as a Team for Leeds Work in ways which are open, inclusive, responsive and accountable to develop and maintain good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds

Being Open, Honest & Trusted Ensure citizens and council members are provided with all relevant information to make decisions, learn from mistakes and seek to promote continuous improvement and best practice

Working with Communities Work effectively with the variety of partners to deliver services, communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment

Treating People Fairly Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens

Spending Money Wisely Set high expectations of achievement across a range of strategic outcomes, actively seek out opportunities to improve delivery of services through partnership and feedback from service users

Working Context Working environment including any specific risks