



EMPLOYMENT COMMITTEE

**Meeting to be held in Civic Hall, Leeds on
Monday, 15th May, 2017 at 12.00 pm**

MEMBERSHIP

Councillor R Charlwood (Chair)
Councillor N Dawson
Councillor R Downes
Councillor G Latty
Councillor J Lewis
Councillor A Ogilvie

**Agenda compiled by:
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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 DEPUTY DIRECTOR INTEGRATED COMMISSIONING</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 position of Deputy Director Integrated Commissioning.</p> <p>(Report attached)</p>	1 - 12
7		Appendix 3 Exempt under rule 10.4(1) & (2)	<p>APPOINTMENT OF DEPUTY DIRECTOR INTEGRATED COMMISSIONING</p> <p>To receive a report of the Chief Officer HR which outlines the process for the recruitment to the position of Deputy Director Integrated Commissioning.</p> <p>(Report attached – Appendix 3 to follow)</p>	13 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p data-bbox="676 181 1098 215">THIRD PARTY RECORDING</p> <p data-bbox="676 293 1382 510">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 data-bbox="676 551 1310 622">Use of Recordings by Third Parties– code of practice</p> <p data-bbox="676 663 1401 880">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 data-bbox="676 920 1406 1249">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>	



Report author: John Grieve
Tel: 0113 224 3836

Report of the City Solicitor

Report to the Employment Committee

Date: 15th May 2017

Subject: Governance Arrangements Regarding Recruitment to the Position of Deputy Director Integrated Commissioning

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 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.
- 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 Deputy Director Integrated Commissioning.

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 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 three distinct sessions; including one session for longlisting (15th May 2017) a shortlisting exercise (23rd May 2017) and a formal interview session (28th June 2017). 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 to consider making such a resolution prior to considering the information contained within 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.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 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:-

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

6 Background documents¹

- 6.1 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.

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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: 15th May 2017

Subject: Appointment of Deputy Director Integrated Commissioning

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 outlines the background to the recruitment to the post of Deputy Director - Integrated Commissioning.

The commissioning functions in the Adults and Health Directorate and our health and social care partnerships are critical aspects for developing an appropriate portfolio of services for adults across Leeds.

A previous Employment Committee made an appointment to on a temporary basis to that of Chief Officer Commissioning. The temporary arrangements were to allow time to develop future arrangements with partners in the city, particularly those in the NHS. A recruitment exercise took place for the new role of Deputy Director Integrated Commissioning although the Employment Committee was unable to make an appointment in November 2016. The temporary arrangement has continued until such time as a permanent appointment can be made.

The Chief Officer, Commissioning job role has been revised and re-designated to Deputy Director Integrated Commissioning and will be partly funded by Leeds North CCG. There has been no change in grade for the role.

The report outlines the recruitment stages for the post and the alternatives should the Employment Committee be unable to make a permanent appointment.

Recommendations

The Employment Committee is asked to:

- Longlist candidates for assessment centre
- Review recruitment selection assessment centre feedback, and agree candidates for shortlisting
- Interview candidates and make recommendation for appointment for the Deputy Director Integrated Commissioning
- Agree to the appointment of the Chief Officer Programme Office
- If unable to make an appointment to the role consider alternative resourcing options and make decision

1 Purpose of this report

- 1.1 This report outlines the reasons for the permanent recruitment to the role of Deputy Director Integrated Commissioning (Dir 85%).

2 Background information

- 2.1 The health and social care world has been one of changing policies, vision and strategies to which Leeds has responded well. A key aspect of the Authority's response has been the effective delivery of commissioned services and strong partnership arrangements with the health, independent and voluntary sectors.
- 2.2 The "Better Lives for Leeds" strategy recognises the need to develop the care market so there are a range of different types of enterprises providing care and support and a greater range of health and well-being activities. It also recognises the need to develop and strengthen the health and well-being partnerships for people in the city.

3 Main issues

- 3.1 Through effective commissioning, Leeds has helped develop the market within the city to ensure value for money and the delivery of effective outcomes. With deepening financial challenges, the time has now come to consider how to take forward our commissioning agenda in order to ensure that we are both maximising value for money and delivering improved outcomes.
- 3.2 The next stage of this has been to develop and enhance our joint working, especially with our health partners, developing a commissioning capacity which supports the increasingly integrated world of Health and Social Care and recognises the dependencies with each other.
- 3.3 To reflect this joint working and strengthen partnerships and integration, the role of Chief Officer, Commissioning has been revised and re-designated as Deputy Director, Integrated Commissioning and Leeds North CCG will fund 25% of the post.

- 3.4 It should be noted that since there has been agreement with the NHS commissioners to the joint post, the three Clinical Commissioning Groups in the city have merged into one single senior management team with one Accountable Officer although they still remain autonomous organisations. This means the post is now jointly accountable to the Director of Adults and Health (and in this case the Accountable Officer for the Clinical Commissioning Groups) in setting the purpose and strategic direction in relation to health and social care integrated commissioning.
- 3.5 The Job Profile and Specification for the post are attached and have been evaluated in line with Leeds City Council's processes for JNC posts. (Appendix 1)
- 3.6 In view of the above, the Director has approved the appointment of Gatenby Sanderson to assist in the search and selection process. Gatenby Sanderson are specialists in senior public sector recruitment and have been used for a number of senior appointments in the Council.
- 3.7 The recruitment process is being coordinated by Human Resources. The post advert is also attached as Appendix 2. The process identifies the following steps:
- a. Closing date for expressions of interest in the role was 5th May 2017 with an Employment Committee for longlisting on 15th May 2017
 - b. Following longlisting, selected candidates will attend an Assessment Centre. Candidates will be assessed from the perspective of key stakeholders e.g.
 - service users
 - commissioners
 - providers
 - leadership group exercise
- 3.8 The outputs from the assessment centre will be reported to the Employment Committee for shortlisting on the 23rd May 2017 in order to identify those candidates the Employment Committee wish to invite for the final interview. The date for the final interview date with the Employment Committee is 28th June 2017.
- The candidate application details will be sent under separate cover.
- 3.9 Following appointment to this role, the current temporary postholder will revert back to his substantive grade. It is proposed that he retains a portfolio of work including:
- leadership of the Service Transformation function
 - ,development of asset-based approaches
 - Equalities and diversity and
 - Citizen engagement and consultation
- with a direct reporting line to the Director. The appointment of a Chief Officer direct report is a matter for the Employment Committee.

3.10 In the event that there are no suitable candidates for appointment, the Employment Committee are asked to consider alternative resourcing options including:

- continuing with the current temporary appointment
- reverting back to the former LCC only role and re-advertising

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The proposals contained in this report have been consulted on with the leadership of the Council and with key partners. The trade unions have been informed about these posts.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is a senior role and has been subject to external executive search which included a specification for an inclusive search to maximise the diversity of applicants

4.3 Council policies and the Best Council Plan

4.3.1 These posts will make a significant contribution to the Council's ambition to be the best city to grow old, the Health and Wellbeing Strategy and the Better Lives strategy.

4.4 Resources and value for money

4.4.1 The post is an established post within the budget provision for 2017/18.

4.4.2 The post of Chief Officer Programme Office at the former substantive grade is within the budget.

4.5 Legal Implications, Access to Information and Call In

4.5.3 These posts are Member appointment given the reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.

4.5.3 The candidate information is exempt and will be sent under separate cover.

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 commissioning function in Adult and Health is of strategic importance to the effective delivery of services both within the council and the health and social care market in Leeds. Failure to provide appropriate leadership and strategic direction in the next phase of transformation pose a significant risk.

5 Conclusions

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

6 Recommendations

6.1 The Employment Committee is asked to:

- Longlist candidates for assessment centre
- Review recruitment selection assessment feedback, and agree candidates for shortlisting
- Interview candidates and make recommendation for appointment for the Deputy Director Integrated Commissioning
- Agree to the appointment of the Chief Officer, Programme Office
- If unable to make an appointment to the role consider alternative resourcing options and make decision

7 Background documents¹

7.1 N/A

Appendixes for the report

Appendix 1 Role Profile and Role Specification

Appendix 2 Advert

Appendix 3 Applications from candidates to be distributed 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.

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This post is accountable to both Leeds City Council's Adults and Health Leadership Team and the Clinical Commissioning Groups through joint arrangements. Roles at this level support the Director of Adult and Health and in this case the Senior Accountable Officer from the Clinical Commissioning Group in setting the purpose and strategic direction in relation to health and social care integrated commissioning. They initiate plans and policies and develop strategies that are aligned with Council and CCG priorities to ensure the professional development and delivery of highly effective services within the health and social care system which contribute to the achievement of the Council's and CCGs vision and strategic outcomes.

As part of the senior leadership team for both Adults and the Joint Committee for CCG Commissioning , roles at this level live and model values and behaviours to help the city to achieve the ambition to become the best city in the country. They build strong and dynamic relationships and trust with politicians, CCG board members, partners, stakeholders, communities and external agencies to enhance profile and reputation.

Aspect For roles at this level, you must be able to show you can...	Outcome The result when all aspects are applied effectively
<p>Know - Appropriate professional qualification or equivalent in depth expertise and advanced knowledge gained through significant practical experience across the service area</p> <p>Maintain a comprehensive knowledge of local, regional and national issues, influencing health and social care policy and practice</p> <p>Understand the complexities of fostering and maintaining productive, strategic working relationships in a political, legal and regulatory environment.</p>	<p>You use your knowledge and expertise to plan and develop strategies, plans and policies that achieve the highest levels and standards in the delivery of work across the entire health and social care system</p> <p>You influence the strategic direction of the service ensuring delivery of shared outcomes in the context of local, regional and national changes</p> <p>There is evidence of effective and successful working relationships with Directors, Chief Executives/Officers, Elected Members, CCG Board members, and partner organisations across the City, region and nationally.</p>

<p>Leadership & strategic planning – establishing and delivering integrated commissioning strategy, activity, contracts, processes and infrastructure for a range of existing and developing services</p> <p>Build strong and dynamic relationships and trust locally, regionally and nationally, with politicians, partners, stakeholders and communities</p> <p>Lead the direction and ownership of shared objectives through the effective use of performance management processes ensuring delivery of required service or function standards.</p>	<p>There is evidence of effective partnership working across the organisation, with services, stakeholders and communities</p> <p>You demonstrate personal clarity of purpose and highly developed shared vision. Your planning and communication skills lead to high levels of performance within services and across partnerships and multi-agency teams.</p> <p>You build a climate of trust during periods of change, using leadership skills to generate positive support and energy for change proposals.</p>
<p>Collaboration & innovation – Develop implement and evaluate innovative models of service delivery to meet the changing needs of stakeholders.</p> <p>Promote and develop opportunities to collaborate and share best practice with other council services, health partners, other external partners, voluntary sector, communities, the city, and region, and nationally to add value to the service.</p> <p>Engage with staff and stakeholders to shape service vision and relevant operational plans; agree priorities and objectives in line with the service plan and relevant corporate policies & external legislation.</p>	<p>Services are successfully delivered with a focus on individual needs and outcomes</p> <p>You lead and develop ways of working that encourage and support understanding of, and engagement with, relevant citizens, communities or internal clients.</p> <p>There is evidence of highly effective collaboration and engagement leading to priorities and objectives being met</p>
<p>Problem solving & decision making – Provide specific business, technical, service area expertise in the Council / CCG's and for partner organisations; propose advice, recommendations and solutions</p> <p>Anticipate and influence emerging issues/changing context and develop strategies quickly to solve problems or seize opportunities</p>	<p>You are committed to working and leading across boundaries with determination to integrate resources and work streams as needed and where beneficial</p> <p>Take highly complex issues requiring significant interpretation or extension of existing policies across diverse service areas and provide solutions in the medium and long term</p>
<p>Deliver – Influence and contribute to the wider issue of strategy development and prioritisation for both the city, the CCGs and the City Council. Deliver sustainable growth in a big city context</p> <p>Lead, influence and manage emerging and sometimes complex relationships across services, partnerships and external organisations</p>	<p>Strategies are in place to deliver measurable and sustainable improvement in quality and service standards</p> <p>Value and use challenge and feedback from within and outside the service areas and organisation to continuously improve service provision</p>

Resource management – overall business management of integrated commissioning services as designated including effective management of resources in accordance with statute, rules and regulations

Accountable for contract monitoring and quality assurance

Maximise the effectiveness of the workforce using workforce planning to inform development priorities

Lead a culture of effective management of resources and budget, applying cost effective and flexible models that reduces costs, is responsive to organisational and national context and ensures the financial compliance and integrity of the managed area.

Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised

Evidence of having provided direction and support to individuals and teams promoting a 'can do' attitude and an environment of continuous improvement

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Job title: Deputy Director – Integrated Commissioning	Date:	Ref:
Job Purpose		
<p>This post is accountable to both Leeds City Council’s Adults and Health Leadership Team and the Clinical Commissioning Groups through joint arrangements.</p> <p>The Deputy Director: Integrated Commissioning will work with partners, for example all Leeds CCG’s, Leeds Community Healthcare Trust, Leeds Teaching Hospitals Trust, Leeds Partnership Foundation Trust, and local communities to ensure that every person in Leeds has the opportunity to have a healthy and fulfilling life. The Deputy Director Integrated Commissioning is jointly and directly responsible for ensuring there is a clinically-led coherent and comprehensive commissioning strategy in support of the Health and Wellbeing Board priorities, the Five Year Forward View, the Sustainability and Transformation Plan, the Leeds Plan, the Better Lives Strategy and associated business plans to shape services based on citizen voice, citizens choice, quality, safety, parity of esteem and access supporting local, regional and national requirements, governance arrangements, standards and priorities.</p> <p>The post holder will have direct responsibility for the following Leeds City Council commissioning functions:</p> <ul style="list-style-type: none"> • All adult social care commissioning • Adult social care contract compliance and quality assurance function • Home care brokerage function • Quality in Care improvement team • Housing-related support • Sexual health services • Substance misuse services • And a range of other public health services <p>NHS Commissioning functions:</p> <ul style="list-style-type: none"> • Lead on mental health and learning disabilities • Including NHS mental health and learning disability provider contract and range of Third sector contracts <p>A range of integrated services and commissioning activity</p> <ul style="list-style-type: none"> • Carers • Dementia • Assistive technology 		
Key Requirements		
<ul style="list-style-type: none"> • At least degree and qualification [reflecting health and or social care commissioning] or relevant experience together with significant leadership experience at a senior level within health and social care or relevant environment • Comprehensive knowledge and understanding of the legislative, strategic and policy context within which health and adult social care operate and the strategic issues facing integrated work. • Comprehensive knowledge and understanding of contracting and or commissioning in health and social care • Excellent communication skills with the ability to influence, negotiate and establish credibility for the service, to enhance its reputation, and to form positive relationships • Evidence of ability to make reasoned and logical decisions allied with high level organisational skills 		

LCC Values and Partner organisational Values

Working as a Team for Leeds	<ul style="list-style-type: none">• Evidence of having provided direction and support to individuals and teams promoting a 'high performing' 'can do' attitude within a coaching style
Being Open, Honest & Trusted	<ul style="list-style-type: none">• Ensures citizens, officers, council members, CCG Board members and trade union representatives are provided with all relevant information ensure meaningful engagement and consultation to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice
Working with Communities	<ul style="list-style-type: none">• Works effectively with a variety of partner organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment• Reflects the citizen voice in strategy and plans
Treating People Fairly	<ul style="list-style-type: none">• Recognise that everyone has an equally important part to play and values the diverse and vibrant nature of the city and all its citizens• Reflects a strong commitment to inclusion in all strategy and plans
Spending Money Wisely	<ul style="list-style-type: none">• Strategic awareness of financial structures and funding arrangements of both NHS and local authority.• Manage a range of budgets and resources made available ensuring that resources are deployed to best effect providing value for money and are well monitored and controlled

Working Context

- 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 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.

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



Deputy Director of Integrated Commissioning

Salary £92,818 - £102,099

Leeds wants to be the UK's best city. Everything we do is focused on achieving this. Across the city this means working with all partners - pooling resources and combining efforts to address the issues that hold back progress towards this goal.

Our new Deputy Director of Integrated commissioning will take a leading role across the city with our partners. With three provider trusts in health, three clinical commissioning groups, the NHS headquartered here and numerous alternative providers as well as a council in-house service, the partnership and integration agenda is complicated, sizeable and absolutely critical.

This is a new role and reflects the increasing collaboration between health and social care, and the postholder will need to be a clear, credible, intelligent and respected voice at the table. Initially covering all adult social care commissioning functions and integrated commissioning for learning disabilities, mental health and dementia, as well as elements of public health, this post signals the beginning of a more integrated approach.

We are therefore looking for exceptional candidates who bring in depth knowledge of adult social care and health integrated commissioning, with the ability to lead and manage a large agenda, shaping strategy, influencing partners and ensuring delivery for the people we support. To be successful in this role you will need strong influencing capabilities, as well as the drive and passion to enable practitioner and clinical leadership and improve outcomes for the population - whilst also realising value for money as a commissioner.

For more information please see www.transformingleeds.com or talk to our advising consultants **Luke Judd (0113 205 6077)** or **Sheena Haigh (0113 205 6292)**.

Closing date: 5 May 2017.

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