



EMPLOYMENT COMMITTEE

Meeting to be held on Thursday, 23rd May, 2019 at 2.30 pm in
Merrion House, Leeds (Meeting Suite Room No.2)

MEMBERSHIP

Councillors

D Chapman

D Cohen

D Coupar

J Heselwood

J Lewis

A Scopes

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>	
5			<p>APOLOGIES</p> <p>To receive any apologies for absence (If any).</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF CHIEF OFFICER HUMAN RESOURCES</p> <p>To receive a report by the City Solicitor which provides an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the position of Chief Officer HR, within the Resources and Housing Directorate.</p> <p>(Report & Appendix attached)</p>	1 - 12
7		10.4(1, 2)	<p>APPOINTMENT OF CHIEF OFFICER HUMAN RESOURCES</p> <p>To consider a report by the Human Resources Services Manager which presents a proposal to the Employment Committee to permanently appoint to the post of Chief Officer Human Resources in the Resources and Housing Directorate.</p> <p>(Cover report & Appendix Nos 1 & 2 attached)</p> <p>(Please note that Appendix No.2 is designated as exempt from publication under the provisions of Access to Information Procedural Rule 10.4(1) & (2))</p>	13 - 118

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 author: John Grieve
Tel: (0113) 37 88662

Report of the City Solicitor

Report to the Employment Committee

Date: 23rd May 2019

Subject: Governance Arrangements Regarding Recruitment to the Position of Chief Officer Human Resources

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 Chief Officer Human Resources.

2 Main issues

- 2.1 Quorum & Membership – The Constitution requires that the membership of an Employment Committee be a minimum of 3 and must include one member of the Executive. The Committee which undertook the longlisting exercise on 8th May 2019 was a Committee of 4 (3 Labour & 1 Conservative Member), in line with the Council’s political composition for 2018/19. However, in order to reflect the change to the political composition of the Council as a result of the recent local elections, the Committee has been reconstituted for the latter 2 stages of the process, so that it is now a Committee of 6 (4 Labour, 1 Conservative & 1 Liberal Democrat).

Labour	Conservative	Liberal Democrat
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 - With the Longlisting session having already been completed, this recruitment exercise will require a further two sessions; including one session for shortlisting (23rd May 2019) and a formal interview session (18th June 2019). 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 The necessary consultation has been undertaken with relevant legal officers upon the decision making processes, as outlined within this report.
- 3.1.2 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 No implications

3.3 Council policies and City Priorities

- 3.3.1 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process

supports the ambition to be “The Best City and Best Council” and is consistent with Council values.

3.4 Resources and value for money

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

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

5 Recommendations

The Committee is recommended to note:-

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

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:

- , 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: Human Resources Service Manager

Report to: Employment Committee

Date: 23rd May 2019

Subject: Appointment of Chief Officer Human Resources

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 Human Resources in Resources and Housing.

The Employment Committee is asked to:

- Note the process for the recruitment of the post of Chief Officer Human Resources; 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 Human Resources in Resources and Housing Directorate.

2 Background information

- 2.1 The previous Chief Officer Human Resources left the employment of the Council on 31st March 2019, the Director of Resources and Housing proposes to commence the recruitment process now.

3 Main issues

- 3.1 The post of Chief Officer Human Resources provides strategic direction, leadership and professional advice on all aspects of HR to the Council's Corporate Leadership Team and Elected Members, enabling the effective delivery of corporate objectives.
- 3.2 The postholder will assume the direct managerial responsibility for the HR Service and have professional responsibility for HR related functions undertaken within the Business Support Centre.
- 3.3 The postholder will be accountable to the Director of Resources and Housing and working as part of the Resources and Housing Leadership Team will live and model values and behaviours to help Leeds be the best city council in the country.
- 3.4 The job description has been reviewed to ensure it is fit for purpose and the revised job description has been benchmarked against other comparable roles in the authority.
- 3.5 Tenders were invited for Executive Search and Selection in February to assist with the recruitment process. Proventure Consulting Ltd were successful with their tender bid.
- 3.6 The post has been advertised externally on the Leeds City Council job site and in Municipal Journal (online and paper publication), The Guardian and People Management Jobs. Executive Search and Selection agency has been engaged in assisting the Council with the recruitment and selection.
- 3.7 The recruitment process is being co-ordinated by Human Resources. The Recruitment timeline is as follows:
- Job advert close – 23/04/2019;
 - Long List by Employment Committee – 08/05/2019;
 - Long List Technical Assessments by Proventure – 13 & 14 May 2019;
 - Short List by Employment Committee – 23/05/2019;
 - Assessment Centre and Interviews by Employment Committee – 18/06/2019;
- 3.8 At the Long Listing meeting on 8th May, the Employment Committee agreed to put forward 7 candidates from a total of 13 applications that was received to the next

stage of the process – Long List Technical Assessment, which will be undertaken by Proventure and an external technical assessor.

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

4.2.2 This is a senior role and has been subject to external advertisement for an inclusive search to maximise the diversity of applicants.

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 2019/20.

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 Failure to recruit to this post will impact the council on its ability to fulfil the HR strategies that are fundamentally aligned to business need and business planning.

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 Human Resources; 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 1 Advert, 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.

A city built on talent

Chief Officer: HR • Up to £106k

A city like Leeds never stands still. So neither do we.

It's this continuous and restless drive for improvement that has underpinned our reputation as a high performing organisation, that wants to be even better. A future focused and business minded approach to HR & OD is a key part of this. We recognise the value of creating the right culture for our staff to thrive – one that is founded on support, development, high expectations and inclusion. Our HR strategies need to be seamlessly aligned to business need and business planning, which means we'll look to this person to keep us on the front foot. We expect you to already have experience of working with unions to deliver change, and that you can play an influential role across organisational development, performance and culture.

Find out more at www.proventureconsulting.co.uk or contact Stephen Cooley (**07747 698829**) or Mark Tobin (**07717 725844**) at Proventure Consulting for a confidential discussion.

Closing date: 23 April.

pro>enture



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With an emphasis on strong leadership this role operates within the context of the Best Council Plan and the City's broader strategic objectives. People in roles at this level support the Director in setting the purpose and strategic direction of the directorate and for the delivery of statutory obligations, functions and services, as appropriate.

The Chief Officer is responsible and accountable for the leadership and management of a service, or range of services and functions, and for 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.

As part of the directorate leadership team, you will live and model values and behaviours to help the council to achieve the ambition to become the best city council.

Aspect - For roles at this level, you must be able to show you ...	Outcome The result when all aspects are applied effectively
<p>Know – Professionally accredited or with the equivalent extensive in depth and relevant expertise and significant knowledge gained through substantial managerial/practical experience</p> <p>Extensive knowledge of local, regional and national issues and a thorough understanding of the economic, business, cultural and political environment within the city and region that influence and impact upon council strategy, statutory provision, policy and practice.</p>	<p>You use your knowledge and significant experience to provide credible and trusted professional advice to the Leadership team, members, senior managers and partner organisations.</p> <p>Your knowledge of existing and emerging legislation means that you anticipate issues and financial challenges and create an environment of constructive challenge.</p>
<p>Leadership & strategic planning – lead the strategic and operational planning of the service(s), setting and delivering change and transformational goals, ensuring there are agreed strategies and policies in place for the delivery and performance monitoring of service objectives, targets and outcomes.</p> <p>Provide leadership and direction; cultivating strong relationships and effective joint working within the Council, with politicians, partners and stakeholders across the city, region and nationally to support the delivery of transformational change that results in high quality/high value effective services.</p>	<p>You demonstrate visible and supportive leadership and create open, honest and trusted relationships that empower, enable, motivate and promote a high performing workforce. Service and business plans are developed, communicated and cascaded and there is evidence of excellent service performance where targets and objectives are met.</p> <p>You give direction to changing programmes and priorities where the team and service leads work together to challenge existing ways of working to deliver better outcomes for citizens, customers and communities</p>
<p>Collaboration & innovation – Understanding, sensitivity and experience of working successfully within a political context and governance framework having confidence and perspective to facilitate open and honest relationships with elected members</p>	<p>Your experience of productive collaborative working at senior leadership level, ensures that organisational developments remain focused on delivering improved outcomes for customers and citizens within the city and region</p>

<p>Develop opportunities for partnership working both within and outside the council and lead a culture of innovation and enterprise across services. Working with multi agency teams to build services and deliver outcomes that are sustainable, flexible and adaptable and that ensure all legal, professional and statutory functions are met</p>	<p>You demonstrate clear passion in promoting Leeds as a major centre, on the national and international stage, and develop trust with an engaging, collaborative and inclusive way of working</p>
<p>Problem solving & decision making – identify opportunities, initiate and develop strategic plans and projects and deliver solution focused outcomes across a diverse range of related and unrelated issues.</p> <p>Influence a high performance culture across the service and are accountable for the achievement of service performance, outcomes, targets and objectives that provide continuous improvement and challenge within approved budgets.</p> <p>Lead consultation, engagement and communication of wide ranging and complex issues and influence, negotiate and establish credibility for services in order to deliver the strategic direction of the council and city priorities.</p>	<p>You anticipate emerging issues and changing context, and use high levels of creativity both in problem solving, idea generation and in seeking out and disseminating successful practice. Strategies and policies that effectively deal with diverse, complex and highly sensitive situations are developed.</p> <p>Using a coaching style you create a culture of high performance where strategic outcomes and plans are translated into clear objectives. You provide strategic advice, critical challenge and moderation in relation to all aspects of the service.</p> <p>There is evidence of your success in delivering service improvements and that you manage and transform performance to achieve outcomes and objectives within agreed boundaries</p>
<p>Deliver – Plan and direct/sponsor significant strategic programmes, projects and initiatives and commission services for and on behalf of the council and across the region; working in partnership with customers, citizens and communities to deliver better outcomes and, make a difference to local people</p> <p>Ensure that there is capacity to respond positively to change, traditional thinking is challenged and innovative solutions are pursued within service responsibility. Provide leadership and direction that ensures the delivery of timely and appropriate services to customers</p>	<p>Through major change/complex multi-disciplinary programmes you provide directional and operational control ensuring the resources to deliver are secured and that projects and programmes have clear and assigned accountabilities to meet objectives.</p> <p>You demonstrate high levels of creativity in problem solving, idea generation and seeking out and disseminating successful practice, in order to effectively deal with diverse, complex and highly sensitive situations.</p>
<p>Resource management – Support a culture of excellence in service delivery, continuous improvement and a focus on transformational goals and outcomes which maximises the use of resources and actively promotes the council’s values, supports adaptable ways of working and creates strong flexible teams</p> <p>Responsibility for the direction and control of a significant budget, the financial integrity of the service and accountable for directing and implementing comprehensive risk management programmes and resources across the service(s).</p>	<p>There is an environment of constructive challenge where the team and service leads work together to challenge existing ways of working to deliver better or equivalent outcomes for reduced costs</p> <p>The service is delivered within budget; value for money is maximised, and operational, regulatory, statutory and financial risk is managed and monitored in compliance with council requirements and with Local Government and national working practices.</p>

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Job title: Chief Officer Human Resources

Date: 20/03/2019

Ref:

Job Purpose

Provide strategic direction, leadership and professional advice on all aspects of HR to the Council's senior management team and Members, enabling the effective delivery of corporate objectives.

Manage the Council's HR support function with direct managerial responsibility for the HR division and professional responsibility for HR related functions undertaken within the Business Support Centre

Initiate and develop strategies, plans and policies to support the professional development of HR services ensuring the delivery of a compliant, proactive and highly effective, professional HR service to the Council.

Working as part of the Resources and Housing leadership team, you will live and model values and behaviours to help us be the best city council in the country.

Key Requirements

Qualifications and Experience

1. Relevant management and/or professional qualification and evidence of continued professional, managerial and personal development.
Desirable - Fellow or Chartered Membership of the CIPD.
2. A successful track record leading and managing HR issues at a senior level within an organisation of comparable scale and complexity including successfully developing and implementing People and OD strategies, policies and plans, employment law and the key issues relevant to effective human resource management.
3. Significant successful experience of engaging, negotiating and collaborating with diverse trade unions at organisational level to achieve improved organisational performance and culture.
4. Significant successful experience of exercising excellent judgement and providing high quality advice and support on challenging HR issues, including on employee relations, legislation, policy, and highly sensitive contractual and employment matters.
5. Significant experience of ensuring continuous improvement of user focused services, developing modern working processes and new technologies which drive up standards with effective performance management.
6. Evidence of successful resource and financial management, including evidence of formulating budgets, resolving conflicting priorities, and applying rigorous monitoring and control procedures.
7. Substantial experience of successful corporate working as part of a management team; formulating strategies, policies, objectives, and targets whilst building high quality and effective relationships.
8. Successful experience working effectively in cooperation and partnership with a wide range of communities, partner agencies, private sector providers, public agencies, voluntary bodies and statutory authorities.
9. A successful track record of leading and managing change within a large organisation in challenging market environments, displaying commerciality and a range of innovative approaches.
10. A proven track record of leading and motivating effective staff teams, promoting and ensuring diversity and equality while developing a culture that has achieved a high level of performance.

LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none">• Work collaboratively by developing and maintaining good working relationships with internal and external customers, other stakeholders and partners across the City and Region to achieve excellent outcomes for the citizens of Leeds
Being Open, Honest & Trusted	<ul style="list-style-type: none">• Ensures citizens and council members are provided with all relevant information to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice
Working with Communities	<ul style="list-style-type: none">• Work with Corporate Leadership Team, elected members and senior managers to oversee, promote and deliver positive solutions to achieving an inclusive workforce that represents the Leeds community• Works effectively with a variety of partners organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment
Treating People Fairly	<ul style="list-style-type: none">• Provide visible and supportive leadership, which empowers, enables and drives a high performing culture whereby everyone 'feels they count' and where the diversity of staff and the city and all its citizens are valued.
Spending Money Wisely	<ul style="list-style-type: none">• Delivery of cost effective workforce solutions and strategies that contribute to the effective management of a substantial service budget.

Working Context

- *Working environment including any specific risks*

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

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