



EMPLOYMENT COMMITTEE

Meeting to be held in Leeds Civic Hall, Leeds, LS1 1UR on
Wednesday, 17th July, 2019 at 9.00 am

MEMBERSHIP

Councillors

N Buckley	-
A Garthwaite	
A Khan	
J Pryor	

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 CHIEF OFFICER (OPERATIONS) CITY DEVELOPMENT</p> <p>To receive a report of the City Solicitor which provides an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for recruitment to the position of Chief Officer (Operations) City Development.</p>	1 - 12
7		10.4(1, 2)	<p>APPOINTMENT OF THE CHIEF OFFICER (OPERATIONS) CITY DEVELOPMENT</p> <p>To receive a report of the Acting Chief Officer (HR) which presents a proposal To the Employment Committee to appoint to the position of Chief Officer (Operations) City Development.</p> <p>(Cover report and appendices attached)</p> <p>(Please note that Appendix 2 to this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (1) and (2).</p>	13 - 380

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: Kevin Tomkinson
Tel: (0113) 37 88659

Report of the City Solicitor

Report to the Employment Committee

Date: 17 July 2019

Subject: Governance Arrangements Regarding Recruitment to the Position of Chief Officer (Operations) – City Development

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 (Operations) – City Development**.

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 4, with members being appointed in the following proportions:

Labour	Conservative
3	1

- 2.2 Meeting Adjournments This recruitment exercise will require two distinct sessions; including one session for long/short listing exercises (17th July) and a formal interview session (28th August). 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.
- 2.3 Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 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

4.1 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: Acting Chief HR Officer

Report to: Employment Committee

Date: 17 July 2019

Subject: Appointment of Chief Officer Operations

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 Operations in City Development Directorate.

The Employment Committee is asked to:

- Note the process for the recruitment of the post of Chief Officer Operations, 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 Operations in City Development Directorate.

2 Background information

- 2.1 The post of Chief Officer Operations has recently been created to bring together two activity areas, which had previously been covered by separate Chief Officers, as detailed below:

a) Chief Officer for Resources & Strategy

The support service activities are managed on behalf of City Development by the Chief Officer for Resources & Strategy. This role advises and supports the Director and the leadership team in terms of Finance, HR, DIS, Accommodation/Facilities, Business Support and Performance

Furthermore, the role involves directly managing some resources and matrix management of other services provided from Resources and Housing (e.g. Heads of Finance, HR, DIS etc.). They also lead on key directorate and cross cutting projects; deputising for the Director accordingly.

b) Chief Officer Service Development

The previous postholder left the employment of the Council on 31st December 2018 and was responsible for City Centre Management and the Markets of the Directorate. They also led on service planning on behalf of the Directorate and worked closely with the Chief Officer for Resources & Strategy on these topics.

- 2.2 The current Chief Officer for Resources & Strategy will be retiring from the Council on 31st December 2019, the Director of City Development proposes to commence the recruitment process now for the refreshed role of Chief Officer Operations.

3 Main issues

- 3.1 The newly created post of Chief Officer Operations will be responsible for the efficient and effective operational functions, as listed below, which meet the needs of our customers.

- City Centre Management and the Markets functions;
- The matrix management and coordination of Support Services (Human Resources, Finance, Performance Management and Digital Information Service); and
- Continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with and on behalf of the Directorate Leadership Team.

- 3.2 Having considered salary benchmarks, the job description has subsequently been updated and re-evaluated at JNC Dir 65% (same grade as the 2 previous Chief Officer roles).

- 3.3 The advert, role profile and role specification for this is attached and has been evaluated in line with Leeds City Councils processes for JNC posts. (Appendix 1a, 1b & 1c).
- 3.4 The post has been advertised externally on the Leeds City Council job site and in Municipal Journal (online and paper publication) and Guardian.
- 3.6 The recruitment process is being co-ordinated by Human Resources. The Recruitment timeline is as follows:
- Job advert closed – 12th May 2019;
 - Long List/Short List by Employment Committee – 17th July 2019;
 - Assessment Centre and Interviews by Employment Committee – 28th August 2019;

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 maximise the diversity of applicants.

4.3 Council policies and the Best Council Plan

- 4.3.1 Recruiting to this role will provide a fit for purpose and sustainable senior management structure that will build on achievements to date and continue to deliver positive outcomes for Leeds.

Climate Emergency

- 4.3.2 Making this appointment will also ensure relevant issues in relation to City Centre management and the markets functions are aligned to the climate emergency. Equally this postholder will have a key role in ensuring effective support services are also aligned to address relevant issues in relation to the climate emergency – for example staff accommodation in City Development.

4.4 Resources and value for money

- 4.4.1 Overall savings has been made through the merger of the two former Chief Officer roles.

4.5 Legal Implications, Access to Information and Call In

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

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

Also it is considered that the release of such information in Appendix 2 would, or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future.

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

4.6 Risk Management

4.6.1 The Council has leading responsibilities for the Markets and City Centre Management functions and failure to recruit to this post will impact on its ability to fulfil these responsibilities.

5 Conclusions

5.1 Members of the Employment Committee are 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 Operations; 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.

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Leeds City Council – City Development

Chief Officer Operations - Dir 65%

Salary £73,845 - £81,230 per annum

About us

Leeds City Centre is an economic powerhouse for the North, connecting people to jobs by improving links between the city centre and surrounding communities. In recent years, high profile developments have been completed such as First Direct Arena, Trinity Shopping Centre and the opening of the largest John Lewis store outside of London. Our offer for city centre and markets needs to keep pace with the development of HS2 and Channel 4.

The Job

We are looking to appoint an outstanding senior leader to join our Directorate Leadership Team during an exciting time of change and ambitious plans to ensure Leeds is the best city in the country. You will lead our City Centre Management and the Markets functions as well as providing strategic and professional leadership to the Support Services functions (Human Resources, Finance, Performance Management and Digital Information Service).

Your Role

This role will see you play a central role in the Directorate, ensuring that ambitious plans and innovative thinking are encouraged, and are always rooted in sound long-term financial planning and governance. We'll challenge you to take a flexible and distinctively commercial approach to finances and income generation. You'll also work across the organisation and partners to support our work-force, digital support and performance and policy development.

The future will include both developing our strategies, but also supporting our day-to-day activities in the city centre. To succeed we're seeking an innovative approach, underpinned by a strong technical grasp of support services, plus being able to win confidence quickly, and the political acumen to advise and influence throughout our organisation and with partners. Resilient, engaging, bright, and with a strong streak of creativity, you'll understand (and be comfortable in) the democratic environment.

How to Apply

For further questions about this role and/or if you would like an informal conversation first, please contact Martin Farrington, Director of City Development on 0113 37 86014.

For leadership role profile, role specification, organisational structure chart and to submit an application please visit our website at: www.leeds.gov.uk

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Roles at this level support the Director in setting the purpose and strategic direction and in leading, developing and ensuring the effective delivery of service, directorate and corporate priorities, which contribute to the achievement of the Council's vision and strategic outcomes. This involves leading the planning, organising and commissioning the delivery of services to and on behalf of the organisation and all partners and stakeholders in the medium to long term.

People in these roles have a proficiency in a specialised field or a broad understanding of relationships between different fields. They have the ability to select, develop and assess the suitability of ways of working; and will have highly developed skills in persuading, influencing, developing and motivating people and establishing effective partnerships to achieve service objectives.

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 substantial knowledge gained through significant managerial experience across the service area</p> <p>Understand public sector issues, government legislation and its impact on Council strategy and services.</p> <p>Demonstrate in depth knowledge of legislation, regulations, policies, inspections and performance measures applicable to the relevant strategic functions</p>	<p>You use your diverse knowledge and expertise to plan and enable the highest levels and standards in the delivery of work across either a specialist area or an entire service</p> <p>There is evidence that you maintain and apply up to date knowledge of current thinking and developments within professional and technical areas of expertise</p> <p>You use your knowledge to ensure significant and sustainable service improvements and outstanding results</p>
<p>Leadership & Strategic Planning - Demonstrate strong leadership and management skills to develop; a high performing culture across the service where everyone can achieve their potential and 'feel they count' and where there is a drive to deliver the most efficient and effective business solutions</p> <p>Contribute to and influence the strategic direction of the service area working with a range of internal and external partners and stakeholders.</p> <p>Develop, implement, promote and evaluate strategies and policies within the service area and contribute to overarching strategies for the organisation and its partners and stakeholders.</p>	<p>There is evidence of a high performing, engaged and productive workforce along with effective leadership and management that leads to solution focussed and quality outcomes</p> <p>Business plans are in place for the service, contingencies are identified so that plan objectives can be met.</p> <p>Medium to longer term strategic plans have been developed and implemented; policies are developed and adapted to balance the organisations needs and customer/stakeholder outcomes</p>

<p>Influence and contribute to the wider issue of strategy and policy development and prioritisation for both the city and the council</p>	<p>You maintain a comprehensive knowledge of local, regional and national issues and use this to influence city wide and city council policy and practice</p>
<p>Collaboration & Innovation – Establish, develop and maintain effective and collaborative working relationships with a range of internal and external stakeholders and partners to gain ownership of the shared vision and improve and enhance service delivery and innovation</p> <p>Create a vision and direction that challenges and looks beyond the obvious and inspires and motivates others to achieve by driving change and leading by example.</p>	<p>Evidence of effective and successful working relationships with Directors, Members and partner organisations across the City and region</p> <p>There are examples of innovation in managing and implementing solutions on complex issues and in transformational change programmes</p>
<p>Problem Solving & Decision Making - Take responsibility and accountability for developing and implementing appropriate, proportionate and effective solutions to complex service delivery problems.</p> <p>Accurately analyse information and make timely well-judged decisions in order to achieve successful outcomes across a diverse range of, related and unrelated issues.</p> <p>Influence and contribute to the broader responsibilities of the directorate ensuring the delivery of strategic outcomes and objectives and promoting the council values</p>	<p>There is evidence of you working autonomously to develop and implement solutions within the service.</p> <p>You demonstrate an understanding of the need to balance the corporate orientation with operational responsibilities and accountability for decision making</p> <p>You support the council’s leadership team in ensuring that organisational developments and improvements are focussed on delivering improved outcomes for citizens and the city</p>
<p>Deliver – Develop and maintain good working relationships with partner organisations, internal and external customers and wider networks to enhance services and deliver the councils vision, corporate and directorate objectives.</p> <p>Lead and manage a number of complex and potentially conflicting strategic and operational issues/priorities and be able to develop and implement innovative solutions to deliver required service outcomes</p>	<p>You meet key business and organisational objectives by building consensus within a multi-agency/partnership environment.</p> <p>Evidence of successful strategic and operational resource management with a track record of delivering effective outcomes</p>
<p>Resource management –High level of numeracy and analytical skills to enable financial scenario planning and the development of business cases to support service transformation. Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making.</p> <p>Review and monitor the performance of services, systems, budgets, teams and individuals against standards and agreed outcomes in a cost effective and flexible way that is responsive to a dynamic national, local and political context</p> <p>Use strong people management skills to engage, develop and performance manage resources that support adaptable ways of working and create strong more flexible teams</p>	<p>You are jointly accountable for a substantial budget within your service area ensuring that budgets are on track and that money is spent wisely</p> <p>Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised</p> <p>You coach and mentor employees and other managers to develop a culture of high performance where strategic outcomes and plans are translated into clear objectives</p>

APPENDIX 1C

Job title: Chief Officer Operations	Date: 25.02.19	Ref: BA
<u>Job Purpose</u>		
<p>Working as part of the City Development Directorate Leadership Team, you will live and model values and behaviours to help us to achieve our ambition to become the best city council in the country. Your role will be important in ensuring the Council is more enterprising and efficient and ensuring that the authority has in place proper arrangements for the management of key operational activity, administration and delivery of projects.</p> <p>You will be accountable and responsible for the efficient and effective operational functions, as listed below, that meet the needs of our customers.</p> <ul style="list-style-type: none"> • City Centre Management and the Markets functions • The matrix management and coordination of Support Services (Human Resources, Finance, Performance Management and Digital Information Service). • Continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with and on behalf of the Directorate Leadership Team. <p>You will take responsibility for developing and maintaining good working relationships and effective communications with employees, elected members, trade unions, internal and external partners and other stakeholders to achieve excellent outcomes for the citizens of Leeds.</p>		
<u>Key Requirements</u>		
<p>Part 1: Qualifications and Experience</p> <ol style="list-style-type: none"> 1. A relevant degree or equivalent level qualification or relevant in depth expertise. 2. Successful experience of turning strategy into practical change in relation to operational services in either a public or private sector environment. 3. Experience of successful strategic and operational resource management including the evaluation of competing priorities and management of accountabilities and large scale resources/assets. 4. Experience of managing stakeholder relationships at senior level. 5. Experience of managing and controlling budgets, work-force issues and ICT developments. <p>Part 2: Knowledge, Skills and Abilities</p> <ol style="list-style-type: none"> 1. Ability to provide visible and supportive leadership, which empowers, enables and develops managers and staff to achieve results. 2. Highly developed influencing skills; able to create and shape strategic alliances to benefit Leeds/Leeds City Region. 3. Excellent communication skills with the ability to influence, negotiate and establish credibility for the Council and the service, to enhance its reputation and to form positive partnerships and stakeholder relationships. 4. Ability to promote and manage Leeds City Centre as a business location and retail, leisure and tourism destination; including coordinating the Council's relationship with the Leeds Business Improvement District. 5. Enhance communication between providers and users of City Centre services. Co-ordinate the efforts, resources and interests of all stakeholders to enhance the attractiveness of the City Centre. 6. Ability to identify, promote and develop new initiatives and opportunities that increase commercial activity 		

in the Kirkgate Market; minimising cost and optimising use of, and returns from, Markets property, premises and sites.

7. Highly developed ability to promote and maximise all opportunities to enhance the economy by ensuring effective delivery of the Markets strategy and provision of an effective Market service at various sites throughout the City.
8. Ability to matrix manage and co-ordinate support service activity to ensure excellent joined-up delivery – acting as a focal point for decisions and advice to Leadership team colleagues
9. Ability to devise and deliver Directorate wide plans and delivery on key projects
10. Able to fully promote the health and safety of staff and the public and support community safety issues in the city centre and markets

LCC Values

<p>Working as a Team for Leeds</p>	<ul style="list-style-type: none"> • Provide direction and support to individuals and teams promoting a ‘high performing’ ‘can do’ attitude within a coaching style • Developing the Council’s relationships with the private sector, working with and through others, across the council and partnerships to ensure the delivery of all relevant strategic outcomes and objectives.
<p>Being Open, Honest & Trusted</p>	<ul style="list-style-type: none"> • Ensure citizens, council members, trade union representatives and key external stakeholders e.g. private sector are provided with all relevant information to ensure meaningful engagement and consultation in order to make decisions. • Learn from mistakes and seek to promote continuous improvement and best practice. • Creating a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the use of resources and actively promotes the council’s values.
<p>Working with Communities</p>	<ul style="list-style-type: none"> • Work effectively with a variety of partner organisations to deliver outcomes; communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment. • Increase the levels and quality of employment across the city, support the sustainable growth of the Leeds economy, and enhance the skill level of the workforce across the entire city to fulfil individual and economic potential.
<p>Treating People Fairly</p>	<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
<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> • Lead, direct and manage a range of budgets and resources made available, ensuring that resources are deployed to best effect; provide value for money and are well monitored and controlled • Increase innovation and entrepreneurial activity across the city

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

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