



EMPLOYMENT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Wednesday, 12th February, 2020 at 9.30 am

MEMBERSHIP

Councillors

C Anderson
R Charwood
D Coupar
S Golton
A Khan
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 Democratic 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> <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>	
6			<p>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF CHIEF OFFICER (TRANSFORMATION & INNOVATION) IN THE ADULTS & HEALTH DIRECTORATE.</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 (Transformation & Innovation) in the Adults & Health directorate.</p>	5 - 16

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7		10.4(1, 2) (Appendix 2 only)	<p>APPOINTMENT OF THE CHIEF OFFICER (TRANSFORMATION & INNOVATION) IN THE ADULTS & HEALTH DIRECTORATE.</p> <p>To receive a report of the Chief Officer (HR) which presents a proposal to the Employment Committee to appoint to the position of Chief Officer (Transformation & Innovation) in the Adults & Health directorate.</p> <p>(Cover report & Appendices 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>	17 - 28

Report author: Kevin Tomkinson
Tel: (0113) 37 88659

Report of City Solicitor

Report to the Employment Committee

Date: 12 February 2020

Subject: Governance Arrangements Regarding Recruitment to the Position of Chief Officer (Transformation & Innovation) in the Adults & Health directorate.

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- The Employment Committee has been established by full council to ‘appoint or dismiss or take disciplinary action against’ those senior officers, as defined within the Officer Employment Procedure Rules and the Committee’s Terms of Reference.
- The purpose of this report is to provide Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the post of Chief Officer (Transformation & Innovation) - Adults & Health directorate.

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

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

3. Resource Implications

- There are no resource implications arising from this report.

Recommendations

The Committee is recommended to note:-

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

1. Main issues

- 1.1 Quorum and Membership – The Constitution requires that the membership of an Employment Committee be a minimum of 3 and must include one member of the Executive. Agreement has been reached for the membership of this Employment Committee to be 6, with members being appointed in the following proportions, in line with the overall political composition of the Council:

Labour	Conservative	Liberal Democrat
4	1	1

- 1.2 Meetings - This recruitment exercise will require two distinct sessions; including one session for long/short listing exercises (Wednesday 12th February 2020) and a formal interview session (Tuesday 25th February 2020). 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.
- 1.3 Quorum - Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 1.4 Exempt Information - The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the information being considered as part of this recruitment exercise, it will be necessary for the committee to consider making such a resolution prior to considering the information contained within agenda item 7.
- 1.5 Process following interviews – The Committee is invited to note, that before an offer of employment can be made, the Executive will be notified of the name (and any other details deemed relevant) of the individual that the Committee wishes to offer the post to. Executive Members would then have a designated period of time to raise any objections they may have to the making of an offer to that individual. Should any objections be raised, it would then be up to the Employment Committee to determine whether it is material and/or well founded. (Procedure Rule 4, within the Appendix provides further detail).

2 Corporate considerations

2.1 Consultation and engagement

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

2.2 Equality and diversity / cohesion and integration

2.2.1 No implications

2.3 Council policies and the Best Council Plan

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

Climate Emergency

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

2.4 Resources, procurement and value for money

2.4.1 No implications.

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

2.5.1 The aim of this report is to inform Members of the Constitutional and legal requirements are met as part of the Employment Committee decision making process.

2.5.2 The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the matters considered by Employment Committee, this report provides Members with background and guidance on the consideration and disclosure of exempt and confidential information.

2.5.3 The report is not subject to Call In.

2.6 Risk management

2.6.1 The purpose of this report is to minimise any risks around the Committee's decision making processes and to ensure that the Committee's decisions are taken in line with all Constitutional and legal requirements.

3 Conclusions

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

4 Recommendations

4.1 The Committee is recommended to note:-

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

5 Background documents¹

5.1 None.

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

OFFICER EMPLOYMENT PROCEDURE RULES

1.0 RECRUITMENT AND APPOINTMENT

1.1 Declarations

- (a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council, or of the partner of such persons. A candidate who fails to declare such relationship will be automatically disqualified from such appointment with immediate effect.
- (b) No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant Director or an officer nominated by him/her for that purpose.
- (c) Every Member and senior officer of the Council shall disclose to the relevant Director any relationship known to that person to exist with a candidate for any appointment. It shall be the duty of the relevant Director to report to the Council or to the appropriate Committee or Sub-Committee including any Member or officer to whom power has been delegated to make an appointment, any such disclosure made by a candidate, Member, or senior officer.
- (d) Directors shall record in a book to be kept for the purpose particulars of such disclosure made under this Rule.
- (e) Where relationship to a Member of the Council is disclosed, that Member shall withdraw from the meeting while the appointment is under consideration.

1.2 Seeking support for appointment

- (a) The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (b) No Councillor will seek support for any person for any appointment with the Council.

1.3 Equal Opportunities

The Council will not unlawfully discriminate in the recruitment and appointment of officers and all appointments shall be made on merit.

2.0 RECRUITMENT OF HEAD OF PAID SERVICE AND DIRECTORS

2.1 Where the Council proposes to appoint a Head of Paid Service or a Director¹ the Council will:

- (a) draw up a statement specifying:
 - (i) the duties of the officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified for it; and
- (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

2.2 Where a post has been advertised as provided in Rule 2.1, the authority shall:-

- (a) interview all qualified applicants for the post, or
- (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
- (c) Members of the Executive will be given the names of those candidates to be interviewed.

2.3 Where no qualified person has applied, the authority shall make further arrangements for advertisement in accordance with Rule 2.1(b).

¹ "Directors" for the purpose of paragraph 4.1 and "Director" for the purposes of paragraphs 2.1, 4.2 to 4.2.5 and 7.3 and 7.4 shall mean any officer(s) referred to in sub-paragraph (b), (c), or (d) of paragraph 3 of Part II of Schedule 1 of the Local Authorities (Standing Orders)(England) Regulations 2001, namely:

- , those named as Directors in the Council structure and any other officers who are required to report directly to, or who are directly accountable to, the Chief Executive in relation to most or all of the duties of their posts; and
- any officer who is required to report directly to, or is directly accountable to, any officer included within the immediately preceding paragraph in relation to all or most of the duties of their post.

3.0 APPOINTMENT OF HEAD OF PAID SERVICE

- 3.1 Following a recommendation of the Employment Committee that a particular candidate should be appointed to the post of Head of Paid Service, the Proper Officer shall notify every member of the Executive of the following:
- 3.1.1 The name of the person to whom the Employment Committee recommends that the post be offered;
 - 3.1.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer²;
 - 3.1.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
- 3.2 The full Council may only make an offer of appointment to the post of Head of Paid Service to the person recommended by the Employment Committee provided that:
- 3.2.1 The Proper Officer has, within the period specified in the notice under paragraph 3.1.3, notified the full Council that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 3.2.2 The Proper Officer has notified the full Council that no objection was received by him from any member of the Executive within the specified period; or
 - 3.2.3 The full Council is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee³.

² It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the identity of the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

³ It will be a matter for the full Council to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

4.0 APPOINTMENT OF DIRECTORS

- 4.1 The Employment Committee will appoint Directors.
- 4.2 Before the Employment Committee makes an offer of appointment to the post of Director, the Proper Officer shall notify every member of the Executive of the following:
 - 4.2.1 The name of the person to whom the Employment Committee intends to offer the post;
 - 4.2.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer⁴;
 - 4.2.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
 - 4.2.4 The Employment Committee may only make the offer of appointment provided that:
 - 4.2.5 The Proper Officer has, within the period specified in the notice under paragraph 4.2.3, notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 4.2.6 The Proper Officer has notified the Employment Committee that no objection was received by him from any member of the Executive within the specified period; or
 - 4.2.7 The Employment Committee is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee⁵.

⁴ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

⁵ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

5.0 OTHER APPOINTMENTS

- 5.1 **Officers below Director.** Appointment of officers below Directors (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by Councillors.
- 5.2 **Assistants to political groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

6.0 DISCIPLINARY ACTION

- 6.1 **Suspension.** The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct.
- 6.2 Councillors will not be involved in the disciplinary process in respect of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct.

7.0 DISMISSAL AND OTHER DISCIPLINARY ACTION

- 7.1 Councillors will not be involved in the dismissal of any officer below Director except where such involvement is necessary for any investigation or inquiry into alleged misconduct.
- 7.2 **The Head of Paid Service, Chief Finance Officer and Monitoring Officer**
- 7.2.1 Subject to the provisions of paragraph 7.4, the Employment Committee may take disciplinary action short of dismissal or recommend to full Council that the Head of Paid Service, Chief Finance Officer or Monitoring Officer be dismissed. Only full council can approve the dismissal of the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer (referred to below in each case as “the relevant officer”).
- 7.2.2 Before taking a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular-
- (a) any advice, views or recommendations of an independent panel⁶.
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.

⁶ Appointed under s.102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of relevant officers of the authority in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended)

7.2.3 The independent panel referred to must be appointed by the authority at least 20 days before the relevant meeting and should comprise a minimum of two independent panel members.

7.3 Directors

7.3.1 Subject to paragraph 7.4 and (in the case of the Chief Finance Officer and the Monitoring Officer) paragraphs 7.2.1 to 7.2.3, the Employment Committee may dismiss or take disciplinary action short of dismissal in respect of Directors.

7.4 Notice of dismissal of a Director (falling within the definition under footnote 1 above) must not be given until the Proper Officer has notified every member of the Executive of the following:

7.4.1 the name of the person who the Employment Committee proposes to dismiss;

7.4.2 any other particulars relevant to the dismissal⁷; and

7.4.3 the period within which any objection to the dismissal is to be made by any member of the Executive to the Proper Officer; and either:

7.4.4 the Proper Officer has within the specified period notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the dismissal; or

7.4.5 the Proper Officer has notified the Employment Committee that no objection was received by him within the specified period from any member of the Executive; or

7.4.6 the Employment Committee is satisfied that any objection received is not material and/or is not well-founded⁸.

8.0 POLITICAL ASSISTANTS

8.1 Not more than one political assistant's post shall be allocated by the Council, from time to time, to each of the qualifying political groups into which the Council is divided.

⁷ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes.

⁸ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

- 8.2 No appointment to a political assistant's post shall be made until the Council has allocated such a post to each qualifying political group.
- 8.3 For the purpose of this Rule, a "qualifying political group" means a political group which qualifies for the allocation to it of a political assistant's post in accordance with sub-sections 6 and 7 of Section 9 of the Local Government and Housing Act 1989.

9.0 POLITICAL RESTRICTIONS ON COUNCIL EMPLOYEES

- 9.1 All persons exercising powers of appointment, shall do so only in accordance with the legislative provisions restricting political activity as detailed in the Local Government Act 1972 and the Local Government and Housing Act 1989.
- 9.2 The Head of Paid Service will, in accordance with the Local Government and Housing Act 1989 and if requested to do so, determine whether to grant or revoke exemptions to posts from inclusion on the list of politically restricted posts maintained by the Council. In carrying out these functions, the Head of Paid Service will consult the Monitoring Officer.
- 9.3 Directors have a duty to apply to the Head of Paid Service to revoke any exemption to inclusion on the list of politically restricted posts, for a post within their service area, where the duties of that post have substantially changed and/or where the Director believes that the exemption is no longer appropriate.
- 9.4 The Chief Officer (Human Resources) will maintain a list of all politically restricted posts within the Council. Directors have a duty to inform the Chief Officer (Human Resources) of any post within their structures which should be included on the list of politically restricted posts under the Local Government and Housing Act 1989.

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Report of: Director of A&H

Report to: Employment Committee

Date: 12th February 2020

Subject: Appointment of Chief Officer, Transformation and Innovation – Adults and Health

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix 2 is exempt under rule (10.4 (1) & (2))	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

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

The Employment Committee is asked to:

- Note the process for the recruitment of the post of Chief Officer T&I; 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 Transformation and Innovation in the Adults and Health Directorate.

2 Background information

- 2.1 The current Chief Officer T&I will be retiring from the Council on 3rd May 2020, the Director of Adults and Health proposes to commence the recruitment process now.

3 Main issues

- 3.1 The post holder will support the Adults and Health Directorate to deliver programmes of strategic significance to the Council in order to deliver services and interventions in line with Council & Directorate priorities. They will take the lead and be responsible for managing and implementing the service plans of the Service Transformation Team and the Enterprise Development Team (including Asset Based Community Development). The post holder will drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting the Directorate Management Team.
- 3.2 They will take the lead and be responsible for the development and delivery of the Service Transformation Team work programme to support the Adults and Health Directorate and cross partnership working with other directorates and partners across the health and care sector. Programmes of transformational change will be delivered through a range of approaches that support service improvement, co-creation and service design that enables the directorate to further build on its strengths-based approach.
- 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.
- 3.1 Tenders were invited for Executive Search and Selection in February to assist with the recruitment process. Penna were successful with their tender bid.
- 3.2 The post has been advertised internally and externally on the Leeds City Council job site and through social media outlets and the Penna website where applicants will be directed to apply. The Executive Search and Selection agency, Penna has been engaged in assisting the Council with the recruitment and selection.
- 3.6 The recruitment process is being co-ordinated by Human Resources. The Recruitment timeline is as follows:
- Advert goes 'live' w/c: 6th January 2020
 - Job advert close – 3rd February 2020
 - Short/Long List by Employment Committee 12th February 2020
 - Stakeholder Panel 24th February 2020
 - Employment Committee Interview 25th February 2020.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The proposals contained in this report have been consulted with the leadership of the Council and Executive Members. Consultations have also taken place with the trade unions.

4.2 Equality and Diversity / Cohesion and Integration

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 2020/2021.

4.5 Legal Implications, Access to Information and Call In

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

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

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

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

4.6 Risk Management

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

5 Conclusions

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

6 Recommendations

6.1 The Employment Committee is asked to:

6.1.1 Note the process for the recruitment of the post of Chief Officer – Transformation and Innovation in Adults and Health.

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

Attached:

Advert, Role Profile and Role Specification

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.



LEEDS CITY COUNCIL - JOB DESCRIPTION

Directorate: Adults and Health

Service Area: Transformation and Innovation

Job Title: Chief Officer Transformation and Innovation

Grade: Director 60%

Responsible To: Director of Adults and Health

Responsible For: Transformation and Innovation team

Conditions of Service: JNC Conditions apply

Role specification

Job Purpose:

The post holder will support the Adults and Health Directorate to deliver programmes of strategic significance to the Council in order to deliver services and interventions in line with Council & Directorate priorities. They will take the lead and be responsible for managing and implementing the service plans of the Service Transformation Team and the Enterprise Development Team (including Asset Based Community Development). The post holder will drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting the Directorate Management Team.

They will take the lead and be responsible for the development and delivery of the Service Transformation Team work programme to support the Adults and Health Directorate and cross partnership working with other directorates and partners across the health and care sector. Programmes of transformational change will be delivered through a range of approaches that support service improvement, co-creation and service design that enables the directorate to further build on its strengths-based approach.

In addition to the management of the Service Transformation Team and Enterprise Team the post holder will also be responsible for driving innovation within the Adults and Health directorate specifically in relation to digital health and wellbeing, equality and diversity, creative arts and health, and horizon scanning to develop new and innovative ways to enhance the delivery of directorate, Leeds City Council and wider strategic partner objectives.

Key Requirements :

To be the senior officer responsible for driving programmes that deliver the Council's ambitions for Adults and Health. There will be a focus on transformational change, in terms of time, budget, ways of working, quality and quantity that fits with the Council's wider strategic goals and values.

To take the lead and build strong and dynamic relationships and networks and build trust with citizens, partner agencies and external organisations to facilitate innovation and deliver better outcomes.

Substantial experience in building credible and effective collaborative relationships with internal and external stakeholders including Directors, elected members, Trade Unions, communities, colleagues and partner organisations to understand future challenges.

To maximise the use of digital innovation, to identify opportunities to stimulate innovative ways of working and to further proliferate asset based community development and asset based approaches.

To bring together and provide leadership to the wider internal disciplines essential to the success of the service, including (but not limited to) support from finance, HR, digital information, legal and procurement.

To ensure effective service delivery through effective line management, communication, governance, project, budget and risk management.

Evidence of developing and driving a culture which puts customers and citizens first and focuses on a strengthsbased approach where everyone can realise their potential and 'feels they count'.

To build confidence with senior officers, elected members and partners, ensuring that they are appropriately briefed and involved in relation to any service issues and that information is available and accessible to senior internal stakeholders.

Responsibility and accountability for developing appropriate, proportionate and effective financial solutions to be implemented across the service.

Take a lead role on behalf of the Adults and Health Directorate to manage, promote and deliver positive solutions to achieving diversity and inclusion in all aspects of service delivery, community engagement and human resource areas, focussing on equality of outcome.

To represent the Director of Adults and Health locally, regionally, nationally, and internationally where required but specifically in relation to Asset Based Community Development, digital innovation and Equality.

Leeds City Council Values	
Working as a Team for Leeds	<ul style="list-style-type: none">• Work in ways which are open, inclusive, responsive and accountable to develop and maintain good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds
Being Open, Honest & Trusted	<ul style="list-style-type: none">• Ensure citizens and council members are provided with all relevant information to make decisions, learn from mistakes and seek to promote continuous improvement and best practice
Working with Communities	<ul style="list-style-type: none">• Work effectively with the variety of partners to deliver services, communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment
Treating People Fairly	<ul style="list-style-type: none">• Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens

Spending Money Wisely

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

Working Context:

The post-holder reports directly to the Director of Adults and Health. The post is primarily based at Merrion House in Leeds City Centre, but the service promotes a flexible working environment supported by technology which enables remote working. A key role of the post is networking, and so this involves travelling/visiting a wide range of services/locations in the city, attending national conferences, and occasional international (European) travel for conferences etc.

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

Role Profile:

Roles at this level support the Chief Officer/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, transforming and commissioning the delivery of services to and on behalf of the organisation and all partners and stakeholders in the medium to long term. Roles at this level are also accountable for the delivery of council statutory functions relative to the specific service.

People in these roles have a proficiency in a specialised field or a broad understanding of relationships between different functions and services. 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.

As part of a directorate/service leadership team; roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country.

Aspect For roles at this level, you must be able to show you...	Outcome The result when all aspects are applied effectively
<p>Knowledge – have an appropriate professional qualification or equivalent substantial knowledge gained through significant managerial experience across the service area</p> <p>Have a comprehensive knowledge of local, regional and national issues which influence the city and council policy and practice, and strategy within your service area</p>	<p>You use your diverse knowledge and expertise, including Asset Based Community Development (ABCD), to evaluate business practice and assess and influence innovative ways of working and to plan and enable the highest levels and standards in the delivery of work within your professional area or across services and organisations</p> <p>You lead on change programmes and priorities based on in depth expertise and knowledge of the economic, business, cultural and political environment within the city and region. You enhance the capacity to respond positively to change through visioning, inspiration, influence, motivation and modelling values and behaviours</p>

<p>Leadership & strategic planning – Demonstrate strong leadership and management skills that create a high performance culture across the service(s) and delivers the most efficient and effective business solutions around people, process and statutory functions</p> <p>Manage confidential, complex, challenging and highly sensitive issues/situations which involve negotiation, persuasion and influencing skills to plan and prioritise the strategic direction of the service area</p> <p>Develop, implement, promote and evaluate strategies and key plans, projects and programmes of significant importance to the Council 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 where everyone achieves their potential and ‘feel they count’ and where there is a drive to deliver solutions focussed quality outcomes</p> <p>You successfully influence and motivate in your interactions with others. Business and service plans are in place and contingencies are identified so that objectives can be met</p> <p>You lead the operational and strategic decisions and direction for the service and for project/programme management and service transformation of cross cutting and partnership initiatives that balance all stakeholder needs and outcomes</p>
<p>Collaboration & innovation – Create a vision and direction that challenges and looks beyond the obvious and inspires and motivates others to achieve by driving change, leading by example and promoting the ambition to become the best city in the UK</p> <p>Establish, develop and maintain effective and collaborative working relationships with a range of internal and external stakeholders and partners to improve and enhance service delivery and innovation</p>	<p>You provide visionary leadership, promoting and articulating key priorities. You model the behaviours expected of others. You enable others to act, and you foster collaboration and build trust. You confront issues and challenge assumptions, having regard for risks and seizing opportunities to innovate and implement solutions on complex issues.</p> <p>You broker collaborative working relationships, co-producing jointly owned outcomes with partners and stakeholders across the city and region</p>
<p>Problem solving & decision making – You use a breadth of vision and innovative problem solving within the strategic framework in situations which can often be ambiguous, unstructured or intangible</p> <p>Understand the need to balance corporate requirements with operational responsibilities for the implementation of appropriate, proportionate and effective solutions to complex service delivery problems</p>	<p>Accurately analyse information and make timely well-judged decisions by understanding different interests, weighing options, mitigating risk and seizing opportunities, using different methods in order to achieve successful outcomes across a diverse range of, related and unrelated issues</p> <p>You meet key business and organisational objectives and influence and contribute to the broader responsibilities of the directorate and wider council priorities by building consensus within a multi-agency/partnership environment</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 and corporate and directorate objectives</p> <p>Lead the development, delivery, implementation and management of a number of complex and potentially conflicting strategies and operational issues/priorities to meet required service outcomes at directorate, organisational and local levels</p> <p>Lead on the understanding, execution and delivery of statutory functions</p>	<p>You promote the Council’s values through the delivery of strategic objectives. Policy direction is translated into service outcomes; service and business plans and targets are communicated cascaded and monitored</p> <p>Activities within the service are directed and controlled to ensure that the required outcomes and standards are delivered. Service quality, customer satisfaction, efficiency and continuity are maximised.</p> <p>The council meets its legal and statutory responsibilities and compliance is assured</p>

<p>Resource & people management – 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>You have a thorough understanding of the issues facing the Council within its economic, business, cultural and political environment. 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>Engage, develop and performance manage resources that support adaptable ways of working and create strong more flexible teams with the right people in the right place with the right skills</p>	<p>You use a coaching and mentoring approach to motivate, enthuse and drive individuals within the directorate to create a high performing workforce and an organisational culture of shared accountability and continuous improvement</p>
<p>Management of a number of substantial budgets, including developing and supporting bids for external funding, within assigned service area through effective delegation and shared decision making</p>	<p>You will develop and use a range of evaluation methods and frameworks to better understand the impact of interventions</p>
<p></p>	<p>You demonstrate sound financial scenario planning and a cost conscious approach to the development of business cases to support service transformation and to bring in additional resources to LCC</p>

Job Description Prepared/Reviewed by : HR

Job Description Approved by: C Roff

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Best city, best council.

Leeds City Council, Adults and Health Directorate.

Chief Officer of Service Transformation and Innovation

Director Grade 60% £68,165 - £74,981

An exciting opportunity has arisen within the Adults and Health Directorate Leadership Team. This is a fantastic opportunity to support the directorate through service transformation and innovation to respond to a changing and challenging environment. In order to deliver the very best, high quality, personalised services for citizens of Leeds we need to continue to horizon scan and innovate using an ethos of asset-based and strengths-based approaches. The successful candidate will need to demonstrate an understanding and track record in this area.

We are looking for someone to lead and manage the implementation of Projects and Programmes of strategic significance to the Council, in order to deliver services and interventions in line with Council and Directorate priorities. You will drive continuous improvement initiatives through the Service Transformation Team and the work of the Enterprise Development Team (including Asset Based Community Development) by working collaboratively across the directorate, Council, with partners and supporting the Directorate Management Team.

Programmes of transformational change will be delivered through a range of approaches that support service improvement, including programme management and co-creation and service design. This will enable the directorate to further build on its strengths-based approach and respond to developing priorities and pressures. Effective collaboration through strong relationships with partners across the city is critical to successful on-going innovation.

In addition to the management of the Service Transformation Team and Enterprise Team the post holder will also be responsible for driving innovation within the Adults and Health directorate specifically in relation to digital health and wellbeing, equality and diversity and creative arts and health. The post holder will continuously develop new and innovative ways to enhance the delivery of directorate, Leeds City Council and wider strategic partner objectives.

If you relish challenge and have the energy, enthusiasm and skills to make a real impact, then we would like to hear from you.

For an informal conversation about this role please call Cath Roff, Director Adults and Health on 0113 3783875.

For more information and how to apply please [Click Here](#) (link to your website when 'live')

Closing Date for Applications: 3rd February 2020

Interviews: 24th & 25th February 2020