

**Report of: Chief Officer HR**

**Report to: Director Resources & Housing**

**Date: 18th October 2019**

**Subject: Review of Property & Contracts Leadership Arrangements**

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 Chief Officer Property & Contracts is retiring on 31<sup>st</sup> December 2019, which provides an opportunity to reassess how best to align and deliver services.
- It is proposed that the current Property & Contracts portfolio is realigned across both Civic Enterprise Leeds (CEL) and Housing Management. The intention is that Leeds Building Services (LBS) moves to the Chief Officer Civic Enterprise Leeds, connecting to other direct service delivery. The elements of the current Property and Contracts portfolio relating to Housing will move to the Chief Officer Housing Management, helping provide a more integrated service to tenants. The Corporate Property Management function will be realigned to the leadership structure within CEL.
- To support this transition new leadership arrangements are also being proposed.

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

- The proposals set out in this report will support the Council in delivering better outcomes for customers and tenants along with delivering service improvements and the Council's business growth ambitions.

### 3. Resource Implications

- The proposals set out in this report will deliver approximately £318k in savings over 5 years.

## **Recommendations**

- The Director of Resources & Housing is recommended to approve the realignment of portfolios across both CEL and Housing along with the changes to the leadership arrangements set out in this report with effect from 1<sup>st</sup> December 2019.

### **1. Purpose of this report**

- 1.1 This report sets out proposals to realign the current Property & Contracts portfolio between the Chief Officer Civic Enterprise Leeds and the Chief Officer Housing Management with effect from 1<sup>st</sup> December 2019. To support this new leadership arrangements are also being proposed.

### **2. Background information**

- 2.1 The Chief Officer Property & Contracts is retiring on 31<sup>st</sup> December 2019. This provides an opportunity to reassess how best to deliver and integrate services across the Resources & Housing Directorate.

### **3. Main issues**

- 3.1 It is proposed that Leeds Building Services Operations and Commercial activity will move and integrate into CEL's existing delivery and managerial arrangements. CEL is the Authority's largest Direct Internal Service Provider (ISP) and will be able to provide the necessary support and infrastructure to enable the service to achieve its performance output targets as well as the recognised service improvements requirements and business growth plans.
- 3.2 Establishing LBS as an operating arm of CEL will strengthen the teams and provide a platform for shared knowledge and skills around commercial activity, marketing and trading as well as business and financial planning. CEL has a large diverse workforce and a track record of effective engagement and consultation which has resulted in a positive culture in the organisation which will strengthen the current management arrangements and help to facilitate the necessary workforce changes as the business expansion and insourcing activities ambitions are realised.
- 3.3 It is also proposed to align the housing elements of the current Property & Contracts portfolio with the current Housing Management Service. By integrating these Services under a single leadership arrangement presents an opportunity to better align the management of people and property, in order to achieve improved outcomes for customers and increased customer satisfaction. This "one team" approach will help to embed an agile, flexible, efficient and dynamic culture which is customer centric and helping to create learning organisation.
- 3.4 The Corporate Property Management (CPM) portfolio has also been reviewed in the context of the proposed leadership changes outlined above. Given this function relates to the management of the Council's civic buildings portfolio it is proposed that CPM is realigned to the leadership structure within CEL.

- 3.5 The workforce implications associated with the new leadership arrangements are detailed below:
- 3.5.1 The post of Chief Officer Property & Contracts, Dir 75% will be deleted
  - 3.5.2 It is proposed that the Chief Officer Civic Enterprise Leeds, Dir 70% is regraded to Dir 80% and the Chief Officer Housing Management, Dir 75% is redesignated and regraded to Chief Officer Housing, Dir 80% in recognition of the increased responsibilities and accountabilities from the realignment of portfolios. Copies of the revised job descriptions can be found at appendices 1 and 2 of this report
  - 3.5.3 With the realignment of LBS to Civic Enterprise Leeds additional leadership capacity is required to drive the service improvement and business growth agendas. The current Head of Strategy & Investment, Dir 60% has the relevant skills and experience to fulfil this role. It is therefore proposed that they are flexibly deployed to LBS and redesignated and regraded to Head of Leeds Building Service, Dir 65%. The Head of Operations (LBS) and CPM will report into the Head of LBS post. A copy of the revised job is at appendix 3 of this report.
  - 3.5.4 As a result of the change described in 3.5.3 the Head of Investment & Strategy post will be vacant. The Head of Responsive Repairs, Voids and CPM has the relevant skills and expertise to fulfil this role and will therefore be flexibly deployed into the role of Head of Strategy & Investment, Dir 60%.
  - 3.5.5 The technical functions currently sitting within portfolio of the Head of Investment & Strategy role will be realigned to the Head of Property Management, Dir 60% - please see 3.5.7 below. A revised copy of the Head of Strategy & Investment, Dir 60% job description is at appendix 4 to this report
  - 3.5.6 Due to the realignment of the CPM function to CEL the role of Head of Responsive Repairs, Voids and CPM, Dir 60% will be deleted.
  - 3.5.7 A new post of Head of Property Management, Dir 60% will be established. This will combine the M&E / Technical functions with responsive repairs, voids and disrepair. A copy of the proposed job description is at appendix 5 to this report. This role will be recruited to in line with the Council's Recruitment Policy.
  - 3.5.8 The current Head of Mechanical & Electrical, Dir 45% will be redesignated to Deputy Head of Property Management, Dir 45% to provide additional leadership capacity across the breadth of this portfolio rather than this being limited to technical functional areas. The revised job description is at appendix 6 to this report.
  - 3.5.9 A Project Manager, PO6 has been in receipt of an honoraria to Dir 45% in recognition of the additional responsibilities supporting the delivery of the LBS business improvement and growth plans and project capacity for the LBS Improvement Board. Also, since February 2019 the post holder has been responsible for successful delivery of other major housing projects & programmes, providing project support to the Housing Capital Works Programme, the Housing Responsive Repairs and Voids Project, PFI Contracts along with Contract Management and Performance Management. In recognition of this it is proposed to consolidate the honorarium at Dir 45% and redesignated the role to Head of

Housing Projects, Contract Management and PFI. A copy of the revised job description is at appendix 7 of this report.

3.5.10 The majority of staff within Property & Contracts remain unaffected by these proposals as the changes relate to the leadership arrangements only.

3.6 Copies of the current and proposed structure charts can be found at appendices 8 and 9 respectively.

3.7 It is proposed that November is a transitional period to the new leadership arrangements with the changes being effective from 1<sup>st</sup> December 2019. It is the intention that recruitment to the new Head of Property Management, Dir 60% post will take place in November 2019.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 Consultation with affected staff, Trade Union colleagues and the relevant Executive members has taken place.

4.1.2 Feedback from Trade Union colleagues and staff has been received and resulted in some of the proposals in this report being changed. In particular, the original proposal was to split the CPM functions across both CEL and Housing. However, following consultation the CPM function will now remain as a single team within CEL.

4.1.3 Feedback from Trade Union colleagues has been split in terms of the alignment of CPM. A view has been expressed that CPM should sit within Housing rather than CEL given the synergy with other client functions. However, given the nature of the CPM function relates to the corporate property portfolio it makes more sense to align this service to CEL.

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 Due regard has been given to equality and no issues have been identified. A copy of the Equality Impact Assessment Screening document can be found at appendix 10 to this report.

### **4.3 Council policies and the Best Council Plan**

4.3.1 The proposals set out in this report will support the Council in delivering better outcomes for customers and tenants along with delivering service improvements and the Council's business growth ambitions.

#### Climate Emergency

4.3.2 No specific issues are identified from the realignment and new leadership arrangements set out in this report.

### **4.4 Resources, procurement and value for money**

4.4.1 The proposals set out in this report will deliver savings of approximately £320k over 5 years.

## **4.5 Legal implications, access to information, and call-in**

4.5.1 Not applicable. This report is not subject to call-in.

## **5. Recommendations**

5.1 The Director of Resources & Housing is recommended to approve the realignment of portfolios across both Civic Enterprise Leeds and Housing along with the changes to the leadership arrangements set out in this report with effect from 1<sup>st</sup> December 2019

## **6. Appendices**

Appendix 1	New Chief Officer CEL, Dir 80% JD
Appendix 2	New Chief Officer Housing, Dir 80% JD
Appendix 3	New Head of Leeds Building Service, Dir 65% JD
Appendix 4	Revised Head of Strategy & Investment, Dir 60% JD
Appendix 5	New Head of Property Management, Dir 60% JD
Appendix 6	Revised Deputy Head of Property Management, Dir 45% JD
Appendix 7	Revised Head of Housing Projects, Contracts & PFI, Dir 45% JD
Appendix 8	Current Structure Charts
Appendix 9	Proposed Structure Charts
Appendix 10	Equality Impact Screening Document

# Role Specification



**Dir 80%**



**Job title:** Chief Officer Civic Enterprise Leeds

**Date:** 27.09.19

**Ref:**

The Chief Officer Civic Enterprise Leeds is responsible in ensuring the Directorate's traded offer is dynamic, enterprising and efficient. The role operates within the context of the Council's Business Plan Objective to increase efficiency, and particularly income and trading opportunities. The role will lead and manage Civic Enterprise Leeds, ensuring the delivery of service improvement and business growth which meet the needs of communities and stakeholders and will be accountable for a range of statutory and regulatory undertakings.

The Chief Officer will be responsible for developing a trading and enterprise strategy for the council and the lead advisor to Members and directorates on trading and commercial activity, and in developing and leading a high performing workforce that is representative of the communities and people of Leeds. The Chief Officer is responsible for managing and controlling budgets and take responsibility where appropriate for assigned budgets. The role includes responsibility for Passenger Transport Services, Fleet Services and Fleet Regulation for the Authority, Cleaning, Schools and Early Years Catering and Commercial Catering, Facilities Management and Leeds Building Services. To be responsible and accountable of one integrated construction service and internal service provider. To work collaboratively with partners and stakeholders to lead and develop a service model which builds on joint internal expertise and delivers outcomes in line with the Council's priorities and key projects and develops a service that is competitive with providers in the external market. To work collaboratively with other Chief Officers and relevant partners who have responsibility to ensure relevant activities are co-ordinated in line with overall strategies.

## Key Requirements

Highly developed skills to find and implement creative and innovative solutions to complex strategic problems.

Highly developed 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 relationships with all stakeholders which includes working directly with elected members.

Substantial experience of successful management of large scale change programmes which reflect service needs, provide value for money, and maintain quality.

Substantial experience of delivering a high level of customer satisfaction with the quality of service

Substantial experience of having implemented strategies leading to successful business outcomes.

Degree and post graduate qualification together with in depth experience at a senior level relating to the service area or relevant environment

Significant successful senior leadership experience within a large scale multi-disciplinary commercial services or other associated area

Substantial experience of operating in a political environment, including across multiple local authorities

Evidence of working in a multi-agency environment and of forging and driving successful partnership programmes to deliver cross sector priorities and outcomes

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

Extensive successful experience of exercising sound judgement and providing clear advice at Senior level.

Comprehensive knowledge and understanding of the current local and national issues and the legislative and political context.

Highly developed influencing skills; able to create and shape strategic alliances to benefit the Leeds City Region.

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 relationships.

Ability to raise the profile of the city of Leeds nationally and internationally

Experience of having developed and implemented highly complex strategies leading to successful business outcomes.

Excellent communication skills with the ability to influence, negotiate and establish credibility for the service, to enhance its reputation, and to form positive relationships with all stakeholders which includes working directly with elected members.

Evidence of ability to make reasoned and logical decisions allied with high level organisational skills

In line with the Budget Management Accountability Framework ensure that effective budget management and control takes place across your service and that the planned level and quality of service provided for within the revenue and capital budgets are delivered and that budget pressures are resolved.

In line with the Budget Management Accountability Framework to be responsible and accountable for developing appropriate, proportionate and effective financial solutions to be implemented across the Directorate.

### LCC Values

Working as a Team for Leeds

- Provide leadership and team working skills including ability to motivate others and implement corporate decisions with energy and vigour.

Being Open, Honest & Trusted

- Ensure citizens and Elected Members are provided with all relevant information to make decisions. Promote continuous improvement and best practice

Working with Communities

- Work effectively with elected Members, partners including end users and other organisation to deliver services. Involve stakeholders and the wider community in new developments to encourage ownership and commitment in ways that support open inclusive responsive and accountable government

Treating People Fairly

- Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens
- Lead promote and deliver positive solutions to achieve diversity and equality in all aspects of service delivery, community engagement and people resources.

Spending Money Wisely

- Set high expectations of achievement across a range of strategic outcomes and actively seek out opportunities to improve and lead delivery of services

	through partnership and communication, ensuring these provide value for money and quality services for customers in line with the Council priorities.
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<b><u>Working Context</u></b>	
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| <ul style="list-style-type: none"><li>• 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.</li></ul> |  |
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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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# Role Specification



# Dir 80%



<b>Job title:</b> Chief Officer – Housing	<b>Date:</b> 30/09/19	<b>Ref:</b>
<b>Job Purpose</b>		
<p>The Chief Officer Housing is strategically responsible for the leadership, management and continuous improvement of a range of Housing and services and their functions for council tenants, leaseholders and private rented sector tenants. This role has the accountability and responsibility for the delivery of agreed outcomes, targets and objectives in line with Council priorities and agreed budget. They are responsible for developing and leading a high performing workforce that is representative of the communities and people of Leeds.</p> <p>The Chief Officer Housing will lead and be accountable for the delivery of statutory homelessness and housing advice functions including Housing Options, Gypsy and Traveller service, adaptations and private rented sector housing regulation functions including property standards and licencing requirements as well as contributing to reducing the number of empty homes within the city. The post holder will provide strategic leadership and be responsible for overseeing tenancy support strategies for Council Tenants that will prioritise the most vulnerable citizens, address homelessness, safeguarding and support independent living and implementation of strategies to support tenants affected by welfare change. The post holder will be responsible for creating sustainable communities through regeneration and housing growth, resident engagement and involvement.</p> <p>The post holder will establish, maintain and influence relationships with internal and external partners (including private landlords and Housing Associations) to create a multidisciplinary approach to delivering services.</p> <p>The Chief Officer will ensure the people of Leeds and communities receive responsive and relevant services and recognise and maximise opportunities for a locality based approach. They will lead and develop the Council’s Housing Management Strategy and work with partners and internal and external stakeholders across the city to deliver effective housing solutions for communities with complex and/or vulnerable needs. The Chief Officer will lead, implement and deliver the Councils Allocations &amp; Lettings policy; optimising tenant and community involvement.</p> <p>The Chief Officer will be responsible and accountable for effective management and delivery of the HRA £80m annual capital programme. They will be responsible for leading and developing investment planning and asset management to ensure proper stock management of HRA property and be accountable for developing plans for investment that meet current and future needs in line with Council, city and regional and national priorities. The post holder will be responsible and accountable for the management of a responsive maintenance service, ensuring tenants receive high quality services and that disrepair issues and voids are efficiently dealt with.</p>		
<b>Key Requirements</b>		
<ul style="list-style-type: none"><li>• In depth knowledge of legislation , regulations, policies inspections and performance information available applicable to the relevant strategic functions</li></ul>		

- Substantial experience of effective leadership and management including performance management, change management, service improvement and delivery
- To be accountable for income management activity to meet required targets and to ensure it is optimised through efficient rent collection (which accounts for approximately £220 million per annum) and management of voids.
- To be responsible and accountable for commissioning and managing contracts with third parties who provide revenue and capital funded services, including all management and monitoring activities. To review and interpret the needs of local people to continuously improve the delivery and outcomes of the contracts and ensure value for money.
- To be responsible and accountable for the management of planned and statutory cyclical works - ensuring the health and safety of tenants and others is in line with all legal and best practice requirements – including gas asbestos and fire safety.
- To lead and be accountable for the delivery of the range of Property related services for council tenants and leaseholders as well as council buildings and commercial units. To ensure the people of Leeds and communities receive responsive and relevant services
- To establish, develop and maintain major client relationships and respond to their changing needs.
- To work collaboratively with senior managers across the Council and key partner organisations (e.g. Health & Adult Social Care) to ensure an integrated approach to the Housing Options strategy and delivery for vulnerable community groups.
- In line with the Budget Management Accountability Framework ensure that effective budget management and control takes place across your service and that the planned level and quality of service provided for within the revenue and capital budgets are delivered and that budget pressures are resolved.
- In line with the Budget Management Accountability Framework to be responsible and accountable for developing appropriate, proportionate and effective financial solutions to be implemented across the Directorate.

### LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none"> <li>• Provide leadership and team working skills including ability to motivate others and implement corporate decisions with energy and vigour.</li> </ul>
Being Open, Honest & Trusted	<ul style="list-style-type: none"> <li>• Ensure citizens and Elected Members are provided with all relevant information to make decisions. Promote continuous improvement and best practice</li> </ul>
Working with Communities	<ul style="list-style-type: none"> <li>• Work effectively with elected Members, partners including end users and other organisation to deliver services. Involve stakeholders and the wider community in new developments to encourage ownership and commitment in ways that support open inclusive responsive and accountable government</li> </ul>
Treating People Fairly	<ul style="list-style-type: none"> <li>• 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</li> </ul>

	<ul style="list-style-type: none"> <li>• Lead promote and deliver positive solutions to achieve diversity and equality in all aspects of service delivery, community engagement and people resources.</li> </ul>
Spending Money Wisely	<ul style="list-style-type: none"> <li>• Set high expectations of achievement across a range of strategic outcomes and actively seek out opportunities to improve and lead delivery of services through partnership and communication, ensuring these provide value for money and quality services for customers in line with the Council priorities.</li> </ul>
<b><u>Working Context</u></b>	
<ul style="list-style-type: none"> <li>• <i>Working environment including any specific risks</i></li> </ul>	
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 Specification



Dir 65%



<b>Job title:</b> Head of Leeds Building Services	<b>Date:</b> 27.09.2019	<b>Ref:</b>
<b>Job Purpose</b>		
<p>The post holder will report to the Chief Officer Civic Enterprise Leeds and is strategically responsible for the leadership, management and growth of Leeds Building Services and their functions with accountability and responsibility for the delivery of agreed outcomes, targets and objectives in line with Council priorities and contributes to the delivery of the Best Council Plan.</p> <p>The post holder will be responsible for and lead the successful delivery of a safe, efficient, comprehensive and customer focussed building maintenance service through the Council's Internal Service Provider, be responsible for the creation and delivery of a robust business model to ensure that Leeds Building Service continues to be a service of excellence and drives forward continuous improvement and business growth.</p> <p>The post holder will provide strategic leadership of the Council's Corporate Property Management function and will lead the delivery of a voids and repair service to the Council's corporate asset portfolio.</p>		
<b>Key Requirements</b>		
<p>Substantial experience of leading and managing a range of outward facing functions, ensuring ongoing delivery and continuous improvement of services which meet the needs of citizens and stakeholders and the various outcomes set out in the Leeds Building Service - service plan.</p> <p>Substantial knowledge and understanding of the commercial environment and the legislative and political context in which Leeds Building Services operate.</p> <p>Substantial evidence of providing strategic advice to ensure the organisation meets its obligations and commitments regarding Health and Safety, audit and risk management relating to building services.</p> <p>Substantial experience to ensure the delivery of improvement targets in a public facing function involving dealing closely with stakeholders, including Trade Unions, Council Members and Leeds citizens.</p> <p>To take lead and build strong and dynamic relationships and networks and build trust with individuals and partner agencies and external organisations to deliver better outcomes.</p> <p>Significant knowledge of Legislation, Policies and Regulations within the construction industry.</p> <p>Significant experience of effective leadership and management including performance management, change management, budget management, service improvement and delivery of a public facing service.</p> <p>In line with the Budget Management Accountability Framework to be responsible and accountable for financial resources within the service area ensuring value for money and working within financial regulations.</p> <p>Ability to lead change programmes, improve service quality and support a culture that drives up standards and performance and take forward initiatives and policies from development to implementation using project management methodologies.</p>		

Substantial knowledge of the external commercial environment and working with key external contractors in order to implement strategies to increase commercial growth for the Authority.

### LCC Values

<p>Working as a Team for Leeds</p>	<ul style="list-style-type: none"> <li>• Implements corporate decisions with energy and vigour. Uses developed leadership skills to embed a strong team ethos.</li> <li>• Work as a team for Leeds by developing and maintaining good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds</li> </ul>
<p>Being Open, Honest &amp; Trusted</p>	<ul style="list-style-type: none"> <li>• Ensures citizens and council members are provided with all relevant information to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice</li> </ul>
<p>Working with Communities</p>	<ul style="list-style-type: none"> <li>• Works effectively with elected members, a variety of partners, including customers and other organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment and in ways that support open, inclusive, responsive and accountable government.</li> </ul>
<p>Treating People Fairly</p>	<ul style="list-style-type: none"> <li>• Recognise that everyone has an equally important part to play within the Council and valuing the diverse and vibrant nature of the city and all its citizens</li> <li>• Lead, promote and deliver positive solutions to achieving diversity and equality in all aspects of service delivery, community engagement and human resource areas, focussing on equality of outcome.</li> </ul>
<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> <li>• Sets high expectations of achievement across a range of strategic outcomes, actively seeks out opportunities to improve and lead delivery of services through partnership and feedback ensuring these provide value for money and quality services for customers in line with council priorities..</li> </ul>

### 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.



# Role Specification



# Dir 45%



**Job title:** Deputy Head of Property Management

**Date:** 27/9/19

**Ref:**LS

## Job Purpose

The post holder supports the Head of Property Management and the Chief Officer-Housing to deliver programmes of strategic significance to the Council in order to deliver services to customers in line with Council priorities. They will be responsible for the development and delivery of the service plan and drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate management teams.

The postholder will support the Head of Property Management in leading on the strategic development and operations delivery of a responsive repairs and mechanical and electrical infrastructure provision across the Council housing stock across the City and ensure the outcomes deliver against business priorities. They will lead on delivering a Capital programme as defined by individual clients and as directed by the Council's Strategic Investment Board. The postholder will provide strategic leadership on the overall voids programme for the social housing stock and assist in the strategic delivery of a voids service to the Council's wider asset portfolio. They will lead on the operational service response to disrepair claims and provide strategic leadership and direction in order to minimise the Council's liability for disrepair.

The post holder will be responsible for ensuring fully compliant responsive repairs cyclical maintenance regimes are successfully deployed to both discharge the legal duties of Property and Contracts and ensure the lifespans of all assets are maximised for all M&E infrastructure. They will develop coherent and affordable strategy for the renewal and management of the M&E infrastructure within the LCC social housing stock that fits in line with the HRA Business Plan and the Council's ambitions and provide a point of expertise, advice and guidance on technical matters regarding M&E infrastructure for services outside of their portfolio.

## Key Requirements

Significant experience of leading change programmes, including service quality and driving up standards and performance, demonstrating the ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances.

To lead on the strategic and operational management of all mechanical and electrical infrastructure issues for the LCC social housing stock.

To develop coherent and affordable strategy for the renewal and management of the M&E infrastructure within the LCC social housing stock that fits in line with the HRA Business Plan and the Council's ambitions

To provide a point of expertise, advice and guidance on technical matters regarding M&E infrastructure for services outside of your portfolio.

Substantial experience of delivering a multi-disciplinary service at a senior level that is driven by service user requirements based on delivers customer focused outcomes and excellent customer satisfaction results.

Experience of successful strategic and operational resource management including the evaluation of competing priorities and managing accountabilities

Ability to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions

Ability to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes, showing effective leadership and delivering outstanding results

Evidence of significant experience and commitment in relation to the engagement of relevant citizens, customers and stakeholders in decision making processes.

Detailed knowledge and understanding of economic strategy and policy, understanding of local government political systems.

Be responsible and accountable for all financial resources within the service area ensuring value for money and working within financial regulations

### LCC Values

<p>Working as a Team for Leeds</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Being Open, Honest &amp; Trusted</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Working with Communities</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Treating People Fairly</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

### Working Context

- *Working environment including any specific risks*

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility



# Role Profile

## Head of Property Management



**Head of Service 60%**



Roles at this level support the Chief Officer 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. 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.

<b>Aspect</b> For roles at this level, you must be able to show you...	<b>Outcome</b> The result when all aspects are applied effectively
<p><b>Knowledge</b> – have an appropriate relevant Building Services qualification.</p> <p>A strong essential knowledge of mechanical and electrical services and the management of asbestos removal and surveying .</p> <p>Thorough knowledge and understanding of the Legislative requirements covering Gas Regulation installation and Use (Statutory Landlord Requirements), Electrical Compliance (NICEIC), Gas Safety at Work, Water Management and Control of Legionella Regulations</p> <p>An appropriate level professional qualification in, or demonstrable equivalent experience at a senior leadership level gained in :-                      Health and Safety (e.g. NEEBOSH)                      Project Management (e.g. APMP)                      Construction contracts and contract management</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 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</p> <p>You lead changing 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 persuasion, influence and motivation</p>

<p><b>Leadership &amp; strategic planning</b> – 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, 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 of cross cutting and partnership initiatives that balance all stakeholder needs and outcomes</p>
<p><b>Collaboration &amp; innovation</b> – 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</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 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><b>Problem solving &amp; decision making</b> – 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 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 by building consensus within a multi-agency/partnership environment</p>
<p><b>Deliver</b> – 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><b>Resource &amp; people management</b> – 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>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>Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making</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>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>You demonstrate sound financial scenario planning and a cost conscious approach to the development of business cases to support service transformation</p>
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# Role Specification



# Dir 60%



**Job title:** Head of Property Management

**Date:** 24/9/19

**Ref:**

## Job Purpose

The post holder supports the Chief Officer Housing to deliver programmes of strategic significance to the Council in order to deliver services to customers in line with Council priorities. They will be responsible for the development and delivery of the service plan and drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate management teams.

The postholder will lead on the strategic development and operations delivery of a maintenance and planned repairs and mechanical and electrical infrastructure provision across the Council housing and non-housing stock across the City and ensure the outcomes deliver against business priorities. They will lead on delivering a Capital programme as defined by individual clients and as directed by the Council's Strategic Investment Board. The postholder will provide strategic leadership on the overall voids programme for the social housing stock and assist in the strategic delivery of a voids service to the Council's wider asset portfolio. They will lead on the operational service response to disrepair claims and provide strategic leadership and direction in order to minimise the Council's liability for disrepair.

The post holder will be responsible for ensuring fully compliant responsive repairs cyclical maintenance regimes are successfully deployed to both discharge the legal duties of the Directorate and ensure the lifespans of all assets are maximised for all M&E infrastructure. They will develop coherent and affordable strategy for the renewal and management of the M&E infrastructure within the LCC social housing stock that fits in line with the HRA Business Plan and the Council's ambitions and provide a point of expertise, advice and guidance on technical matters regarding M&E infrastructure for services outside of their portfolio.

## Key Requirements

- Significant experience of leading change programmes, including service quality and driving up standards and performance, demonstrating the ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances.
- Substantial experience of delivering a multi-disciplinary service at a senior level that is driven by service user requirements based on delivers customer focused outcomes and excellent customer satisfaction results.
- Substantial experience to ensure the delivery of improvement targets in a public facing function involving dealing closely with both internal and external stakeholders and key partner organisations including Trade Unions, Council Members and Leeds citizens.
- Ability to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions. An understanding of economic strategy and policy, including local government political systems.
- Significant experience of effective leadership and management including performance management, change management, budget management, service improvement and delivery of a public facing service.

- Ability to lead on construction and property related Health and Safety activities, advice and assessment for all of the Council with specific mention of CDM, fire safety and asbestos management.
- Ability to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes, showing effective leadership and delivering outstanding results
- Ability to lead change programmes, improve service quality and support a culture that drives up standards and performance and take forward initiatives and policies from development to implementation using project management methodologies.
- In line with the Budget Management Accountability Framework to be responsible and accountable for all financial resources within the service area ensuring value for money and working within financial regulations.

### LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Being Open, Honest & Trusted	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Working with Communities	<ul style="list-style-type: none"> <li>• Work effectively with the variety of partners to deliver services, communicate and involve internal and external stakeholders and the wider community in new developments to encourage ownership and commitment</li> </ul>
Treating People Fairly	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Spending Money Wisely	<ul style="list-style-type: none"> <li>• 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</li> </ul>

### Working Context

- *Working environment including any specific risks*

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility

# Role Specification



# Dir 45%



**Job title:** Deputy Head of Property Management

**Date:** 27/9/19

**Ref:**LS

## Job Purpose

The post holder supports the Head of Property Management and the Chief Officer-Housing to deliver programmes of strategic significance to the Council in order to deliver services to customers in line with Council priorities. They will be responsible for the development and delivery of the service plan and drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate management teams.

The postholder will support the Head of Property Management in leading on the strategic development and operations delivery of a responsive repairs and mechanical and electrical infrastructure provision across the Council housing stock across the City and ensure the outcomes deliver against business priorities. They will lead on delivering a Capital programme as defined by individual clients and as directed by the Council's Strategic Investment Board. The postholder will provide strategic leadership on the overall voids programme for the social housing stock and assist in the strategic delivery of a voids service to the Council's wider asset portfolio. They will lead on the operational service response to disrepair claims and provide strategic leadership and direction in order to minimise the Council's liability for disrepair.

The post holder will be responsible for ensuring fully compliant responsive repairs cyclical maintenance regimes are successfully deployed to both discharge the legal duties of Property and Contracts and ensure the lifespans of all assets are maximised for all M&E infrastructure. They will develop coherent and affordable strategy for the renewal and management of the M&E infrastructure within the LCC social housing stock that fits in line with the HRA Business Plan and the Council's ambitions and provide a point of expertise, advice and guidance on technical matters regarding M&E infrastructure for services outside of their portfolio.

## Key Requirements

Significant experience of leading change programmes, including service quality and driving up standards and performance, demonstrating the ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances.

To lead on the strategic and operational management of all mechanical and electrical infrastructure issues for the LCC social housing stock.

To develop coherent and affordable strategy for the renewal and management of the M&E infrastructure within the LCC social housing stock that fits in line with the HRA Business Plan and the Council's ambitions

To provide a point of expertise, advice and guidance on technical matters regarding M&E infrastructure for services outside of your portfolio.

Substantial experience of delivering a multi-disciplinary service at a senior level that is driven by service user requirements based on delivers customer focused outcomes and excellent customer satisfaction results.

Experience of successful strategic and operational resource management including the evaluation of competing priorities and managing accountabilities

Ability to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions

Ability to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes, showing effective leadership and delivering outstanding results

Evidence of significant experience and commitment in relation to the engagement of relevant citizens, customers and stakeholders in decision making processes.

Detailed knowledge and understanding of economic strategy and policy, understanding of local government political systems.

Be responsible and accountable for all financial resources within the service area ensuring value for money and working within financial regulations

### LCC Values

Working as a Team for Leeds

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

Being Open, Honest & Trusted

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

Working with Communities

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

Treating People Fairly

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

Spending Money Wisely

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

### Working Context

- *Working environment including any specific risks*

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 Specification



# Dir 45%



<b>Job title:</b> Head of Housing Projects, Contracts & PFI	<b>Date:</b> 27/9/19	<b>Ref:</b>
<b>Job Purpose</b>		
<p>The post holder supports the Chief Officer and will be accountable for professional and leadership functions in respect of projects and sub projects of complex projects as well as meeting a range of statutory and regulatory undertakings. The post holder will deliver programmes of strategic significance to the Council in order to deliver services to customers in line with Council priorities. They will be responsible for the development and delivery of the service plan and drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate management teams. They will be required to work with elected Members, MP's, service users, trade unions and partner stakeholders in ways which support inclusive open and accountable government through the provision of strategic advice on risk management and support them in their respective roles.</p>		
<b>Key Requirements</b>		
<p>Significant experience of leading change programmes, including service quality and driving up standards and performance, demonstrating the ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances.</p> <p>Significant experience of leading and managing change projects, overseeing the application of project management methodologies, tools, techniques and controls, ensuring the delivery and improvement of services which meet the needs of our communities and stakeholders.</p> <p>Significant experience in the development of complex project documentation including leading the development of output specifications, payment and performance mechanisms and contracts, managing specialist professional commercial legal, financial and technical input.</p> <p>Substantial senior leadership and management experience in a service or operational area relevant to the area of service delivery.</p> <p>Substantial experience of delivering a multi-disciplinary service at a senior level that is driven by service user requirements based on delivers customer focused outcomes and excellent customer satisfaction results.</p> <p>Experience of successful strategic and operational resource management including the evaluation of competing priorities and managing accountabilities.</p> <p>Ability to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions.</p> <p>Ability to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes, showing effective leadership and delivering outstanding results.</p> <p>Degree or relevant demonstrable skills or experience.</p> <p>Relevant demonstrable skills or experience at a level equivalent to APM Level C and/or MAPM.</p>		



Be responsible and accountable for all financial resources within the service area ensuring value for money and working within financial regulations.

### LCC Values

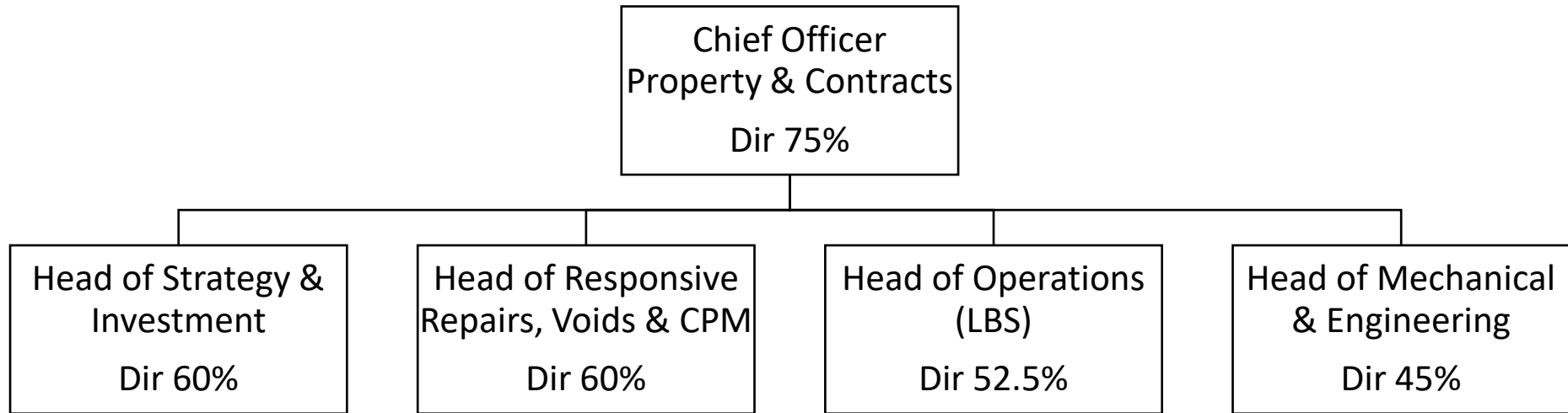
Working as a Team for Leeds	<ul style="list-style-type: none"> <li>• Work in ways which are open, inclusive, responsive and accountable to develop and maintain good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds</li> </ul>
Being Open, Honest & Trusted	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Working with Communities	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Treating People Fairly	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Spending Money Wisely	<ul style="list-style-type: none"> <li>• 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</li> </ul>

### Working Context

- *Working environment including any specific risks*

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility

Appendix 7 - Current Structure Charts

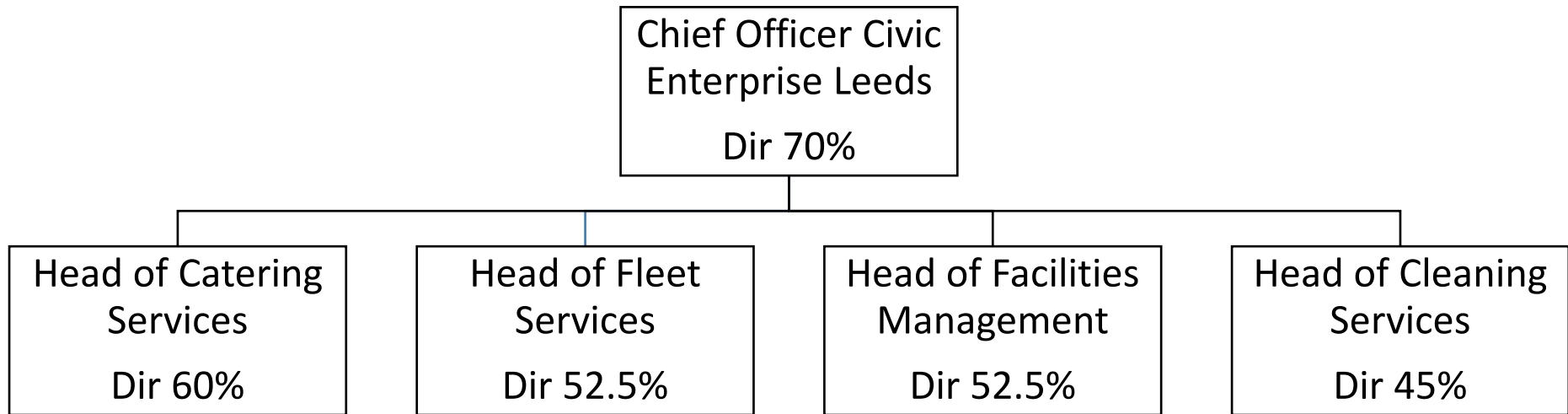


Chief Officer Housing  
Management  
Dir 75%

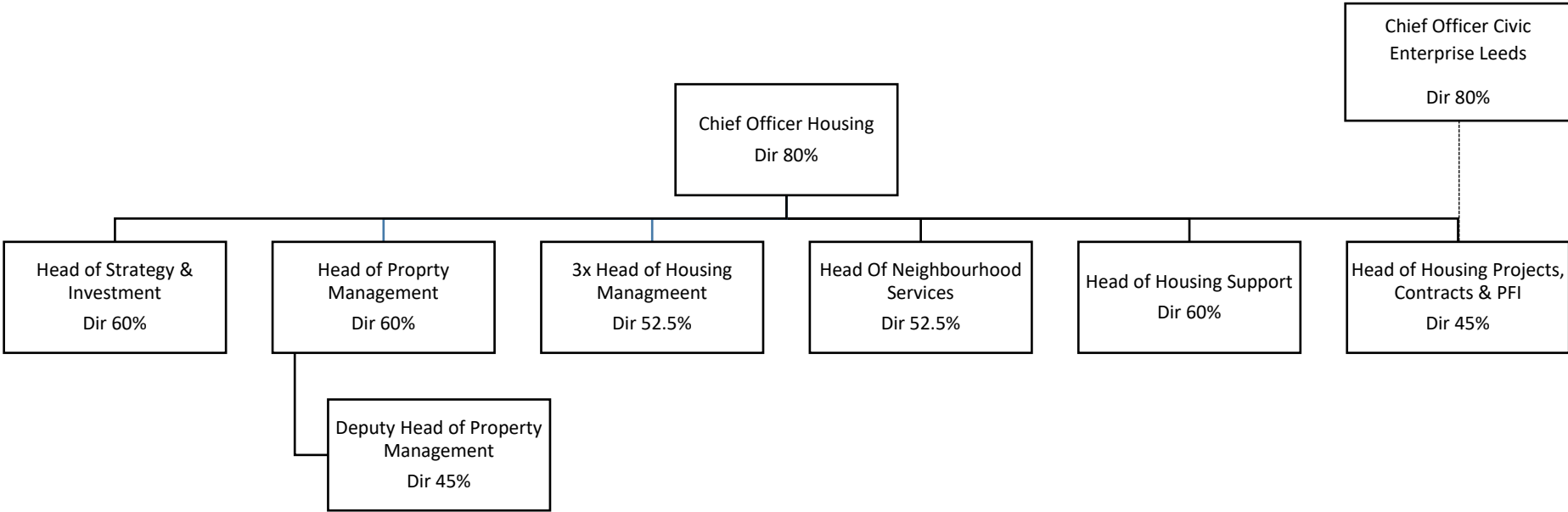
3x Head of Housing  
Management  
Dir 52.5%

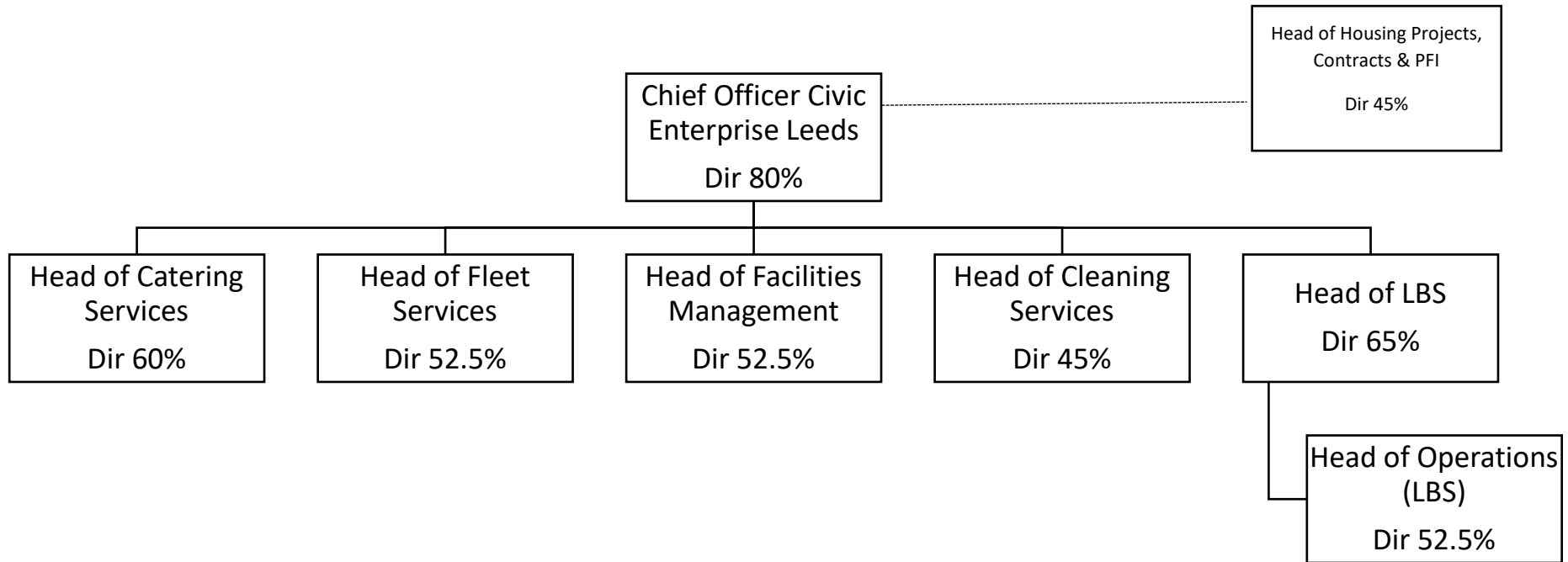
Head of Neighbourhood  
Services  
Dir 52.5%

Head of Housing  
Support  
Dir 60%



Appendix 8 – Proposed Structure Charts





## Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

- whether or not equality, diversity, cohesion and integration is being or has already been considered, and therefore
- Whether or not it is necessary to carry out an impact assessment.

<b>Directorate: Resources &amp; Housing</b>	<b>Service area: Property &amp; Contracts</b>
<b>Lead person: Gemma Taskas</b>	<b>Contact number: 07712 214486</b>

### 1. Please provide a brief description of the organisational change arrangements that you are screening

Following the retirement of the Chief Officer Property & Contracts at the end of December 2019 the current portfolio of work for this role is being reviewed and realigned across Housing Management and Civic Enterprise Leeds (CEL) . To support this realignment new leadership arrangements are being proposed.

In broad terms, the accountability for Leeds Building Services (LBS) will move to the Chief Officer Civic Enterprise Leeds, accountability for the elements of the current Property & Contracts portfolio relating to Housing will move to the Chief Officer Housing Management.

The proposals in this report affect only the JNC leadership cohort. The majority of staff currently within Property & contracts will be unaffected by these changes as no significant changes are being proposed other than new leadership and potentially new line management arrangements.

### 2. Consideration of equality, diversity, cohesion and integration checklist

<b>Questions</b>	<b>Yes</b>	<b>No</b>
Have you already considered equality and diversity within your current and future planning?	x	

Where you have made consideration does this relate to the range of equality characteristics	x	
Have you considered positive and negative impacts for different equality characteristics	x	
Have you considered any potential barriers for different groups	x	
Have you used equality information and consultation where appropriate to develop your proposals	x	
Is there a clear plan of how equality areas identified for improvement will be addressed	x	

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4**.

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3**.

<p><b>3. Considering the impact on equality, diversity, cohesion and integration</b></p> <p>If you can demonstrate that you've considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.</p> <p>Please provide specific details for all three areas below (use the prompts for guidance).</p> <p><b>How have you considered equality, diversity, cohesion and integration?</b>  (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected.</p> <p>Consultation has taken place with those staff affected by these proposals. Feedback from them has been sought and considered in developing these proposals. Consultation with Trade Union colleagues has taken place and feedback taken on board resulting in changes to the original proposal relating to the CPM function. Initially, it was proposed that this would be split across both Housing and CEL but through consultation the proposal has changed and CPM will remain as a single team within CEL.</p> <p>There has also been wider communications with all staff across Property &amp; Contracts, Housing Management and Civic Enterprise Leeds to ensure they are kept up to date on proposals. Further engagement is planned throughout the consultation process.</p> <p>The scope of these proposals affects a limited number of colleagues as it relates only to the leadership cohort and equality data has been considered to understand the impact in the cohort affected by the proposed changes.</p> <p><b>Key findings</b>  (Think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring</p>
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groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another).

The review of the leadership arrangements and the proposals for realigning services is intended to support the delivery of the Best Council plan. Bringing together the management of both people and property will improve outcomes for tenants and further improve customer satisfaction levels. Moving LBS to CEL will align the Service with other direct delivery services and will strengthen the Council's capacity and capability around commercial activity to support the delivery of service improvement and business growth plans.

From a workforce perspective it is not anticipated that there will be a negative impact on any protected characteristics. No-one will suffer a detriment as a result of the changes as there is no reduction in posts or grades proposed. Although a post is being deleted and the current postholder is a BAME colleague, they will be flexibly deployed into a role commensurate to current grade and accountability. The proposals will have a positive impact on the gender pay gap for staff in senior roles.

A new post is also being created that will be recruited to in line with the Council's recruitment policy.

**Actions**

(think about how you'll promote positive impact and remove or reduce negative impact)

Adopt a values based approach to recruitment to the new Head of Property Management post

**4. If you're not already considering the impact on equality, diversity, cohesion and integration you'll need to carry out an impact assessment**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

**5. Governance, ownership and approval**

Please state here who approved the actions and outcomes of the screening

Name	Job title	Date
Neil Evans	Director Resources & Housing	18/10/19
<b>Date screening completed</b>		

<b>6. Publishing</b>	
<p>Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>executive board, full council, key delegated decisions</b> or a <b>significant operational decision</b>.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> <li>• governance services will publish those relating to executive board and full council</li> <li>• the appropriate directorate will publish those relating to delegated decisions and significant operational decisions</li> <li>• a copy of all other equality screenings that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record</li> </ul> <p>Complete the appropriate section below with the date the report and attached screening was sent</p>	
For executive board or full council – sent to governance services	Date sent:
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:
All other decisions – sent to the equality team	Date sent: