



Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Carr (Chair), Aspden (Vice-Chair) and Looker
- Date:** Monday, 31 October 2016
- Time:** 5.30 pm
- Venue:** The Auden Room - Ground Floor, West Offices (G047)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of the following:

Annexes to Agenda Items 6 & 7 (Pension or Exit Discretion and Redundancy) on the grounds that they contain information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. **Minutes** (Pages 1 - 4)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 17 October 2016.

4. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is on **Friday 28 October 2016 at 5.00pm**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note this meeting may be filmed and webcast or audio recorded and that includes any registered public speakers, who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>. or, if recorded, this will be uploaded onto the Council website following the meeting.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

5. Appointment of Sub-Committee for appointments of Assistant Directors (Pages 5 - 28)

This report makes proposals to permanently recruit to two Assistant Director posts (one which is vacant and other covered by a secondment). It also seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to those Sub-Committees to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

6. Pension or Exit Discretion (Pages 29 - 30)

This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy.

7. Redundancy (Pages 31 - 32)

This report advises the Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

8. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Judith Betts

Contact details:

- Telephone – (01904) 551078
- E-mail – judith.betts@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	17 October 2016
Present	Councillors Carr (Chair), Aspden (Vice-Chair) and Looker

29. Declarations of Interest

At this point in the meeting, Members were asked to declare if they had any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda.

30. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during the consideration of annexes to agenda items 5, 6 and 7 (Six Month Redundancy Summary, Pension or Exit Discretion and Redundancy)(Minute Items 33, 34 and 35 refer) on the grounds that they contained information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under Paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

31. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 19 September 2016 be approved and then signed by the Chair as a correct record.

32. Public Participation

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Gwen Swinburn spoke about her concerns regarding to Council recruitment and staff management.

She also referred to access to information that Members received and the terms of reference of the Committee, in regards to appointments to outside bodies.

33. Six Month Redundancy Summary

Members considered a report which advised them of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy. The report also provided an overview and analysis of all redundancies which had been made by the council since 2011.

Annex A of the report provided summary information of all council redundancies from April 2011 to September 2016.

Two additional confidential annexes, Annexes B and C, were circulated to Members at the meeting which provided an analysis and summary of council redundancies for the period April 2016 to September 2016 and detailed further information about the redundancies.

Regarding comments raised by the public speaker, the Head of Human Resources and Organisational Development apologised for the error which led to the omission of Annex A being published with the original published agenda, which had now been rectified. Members were informed of the reasons for the circulation of the confidential annexes at the meeting, and why it could not be provided to them beforehand, which was due to the confidential nature of the information.

Resolved: That Members note the information provided in Annexes A & B and the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy detailed in Annex C.

Reason: In order to provide an overview of the expenditure and to maintain transparency and scrutiny of the process.

34. Pension or Exit Discretion

Members received a report which advised them of the expenditure associated with a pension discretion in accordance with council policy.

A confidential annex which detailed a request for flexible retirement was circulated amongst Members.

Resolved: That the flexible retirement which was proposed be agreed.

Reason: In order to provide an overview of expenditure and to consider whether the Council should exercise its discretionary powers to make enhancements.

35. Redundancy

Members received a report which advised them of the expenditure associated with the proposed dismissal of an employee on the grounds of voluntary redundancy.

A confidential annex which detailed the background and expenditure surrounding the proposal was circulated amongst Members.

Resolved: That the expenditure associated with the proposed dismissal of the employee on the grounds of redundancy as detailed in the annex be noted.

Reason: In order to provide an overview of the expenditure.

Councillor D Carr, Chair

[The meeting started at 5.30 pm and finished at 5.50 pm].

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Staffing Matters & Urgency Committee**31 October 2016**

Joint Report of the Corporate Director - Place and Corporate Director-Adult Services

Appointment of Sub-Committee for appointments of Assistant Directors**Summary**

1. This paper makes proposals to permanently recruit to two Assistant Director posts (one which is vacant and other covered by a secondment).
2. This report seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to those Sub-Committees to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

Background

3. The review of the senior management structure (as approved by the Executive on 30 June) retained the establishment of 12 Assistant Director Posts. Following the assimilation of the current Assistant Directors.
4. The objective of the senior management review was to ensure that the structure of the senior management in the organisation would meet the council's future challenges, is sustainable through a period of significant ongoing change and to ensure the delivery of outcomes for customers, residents and communities.
5. The posts this report seeks approval to permanently recruit to are:
 - i. Assistant Director (responsible for functions of Public Realm / Parks and Open Spaces; Highways; Transport; Waste; Fleet and Parking). This post became vacant following the promotion of the previous post holder in to the post of Director and was held pending the outcome and implementation of the senior manager review.

- ii. Assistant Director (responsible for the functions of Housing Services, Housing Maintenance and Repairs; Housing Operations; Emergency Planning and Community Safety). This post is currently being covered on a temporary basis, (through an internal secondment), following the resignation of the substantive post holder. The interim arrangement was agreed by Staffing Matters and Urgency Committee on 5 September 2016 pending permanent recruitment to the vacancy

Assistant Director with functional responsibilities for Public Realm/Parks and Open Spaces; Highways; Transport; Waste; Fleet and Parking).

6. This role is crucial not only to ensure sufficient senior level capacity in the Directorate but also to ensure the continuation of the delivery of the Council's Vision and strategic plans in these service areas.
7. The role will focus on increasing operational efficiency and creating an environment whereby the City and its residents can reach their full potential and all stakeholders and individuals have the opportunity to contribute to the City's success. These activities will be, guided by the principals of the One Planet York policy in order to ensure balanced and sustainable delivery of outcomes.
8. The Assistant Director provides strategic direction and leadership to deliver the high level transport agenda; Strategic waste agenda; fleet management services for the whole Council; Operational Highways, Surface Water Management, Waste, Public Realm and Emergency Planning functions. The Assistant Director is supported by 2 Heads of Service and an Emergency Planning Coordinator.
 - i. Head of Transport
 - ii. Head of Operations

Assistant Director with function responsibilities for Housing Services; Housing Maintenance and Repairs, Housing Operations; and Community Safety).

9. This role is key to ensure that the council is equipped to create safe resilient communities that are fundamental to maintaining York's status as one of the best places to live and bring up a family in the country. There are a number of critical issues that need to be addressed immediately:

- Take forward the stock options appraisal to lever in additional investment in the City, which can be used to create additional affordable homes, create job and training opportunities and improve the quality of the environment as well as the housing stock
 - Modernise the way the council delivers its landlord functions, including it's housing and estate management services, to reflect the changing nature of relationships between the council and its citizens
 - Report on options to improve the organisation and delivery of responsive and planned maintenance repairs to the council's housing stock,
 - Support tenants who are disadvantaged as a result of welfare reforms, to ensure that tenants are able to maintain sustainable tenancies
 - Establish close working arrangements with other social landlords and housing providers, to bring about an improvement in standards in the city and improve residents feeling of safety.
10. A copy of the current Job Descriptions for both posts are included in Annexes 1 & 2. Please note that these job descriptions will be reviewed as part of phase 3 of the implementation of the senior management review and the recruitment process will reflect any changes needed to the existing job description.

Remuneration Package

11. Attached at Annex 3 are details of the pay package and Conditions of Service for the post of Assistant Director. The Committee is asked to confirm the pay package for this post which will be offered as part of the recruitment process which is set at a job evaluated grade for Assistant Director with a salary of £68,063 to £75,618 with access to the standard set of Chief Officer Terms and Conditions. There are no other enhancements recommended for these roles.

Appointments Committee

12. The council's Constitution allows for an Appointments Committee, including at least one member of the Executive, to interview applicants for a post and to determine who should be offered the vacant post.

13. It is requested that for each Assistant Director post the Appointments Committee shall be made up of one member from each of the main parties. The details of the process for each post will be approved by the Appointments Committee.

Consultation

14. Consultation has taken place with the Corporate Management Team as to the need for this appointment. It is requested the three largest political groups now nominate members to participate in the Appointments Committee.

Options/Analysis

15. There are no alternative options for Members on the recruitment process to consider, other than simply not proceeding with the recruitment to the post. The failure to create Appointment Committees at this stage would delay any subsequent appointment to the posts.

Council Plan

16. Making an appointment to these posts will contribute to delivering the Council Plan and its priorities. It will also enable the organisation to fully implement the Senior Management Review.

Implications

17. The following implications have been considered:
 - **Financial** – The Assistant Director post is within the pay range £68.1K to £75.6K. Including on costs this totals £90 -£100K for a full year per post. The cost of the posts and associated recruitment costs will be managed within existing departmental budgets.
 - **Human Resources (HR)** – The job description for the Assistant Director roles have been subject to the Council's established job evaluation mechanism and a grade established for the post. Any changes to the existing Job Description as a result of the recent Senior Manager Review will be reflected in the recruitment process. The Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers. The appointment will be carried out in accordance with the Chief Officer recruitment protocol attached (Annex 1).
 - **Equalities** - There are no equalities implications.

- **Legal** – The Appointments Committee is created pursuant to S.102 (1)(c) of the local Government Act 1972 and its terms of reference are to exercise the functions of the Council in relation to the selection and appointment of the successful applicant in respect of the Assistant Director posts. The proceedings of the Appointments Committee are likely to be held mainly in exempt session due to the nature of the information that it will be considering.

The proposed distribution of seats meets the political balance requirements contained in the Local Government and Housing Act 1989.

The process of appointing officers of this level is regulated by the Local Authority (Standing Orders) (England) Regulations 2001. Amongst other things, these regulations require that an appointment committee must include at least one member of the Executive and further, that no formal offer of appointment may be made until all members of the Executive have been informed of the details of the intended appointee, and have raised no objection within the specified period, (usually 5 clear days).

- **Crime and Disorder** – There are not crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – There are no other implications.

Risk Management

18. The risk of no or delayed appointment could risk delivery against the Council Plan and its priorities.

Recommendations

19. It is recommended that Council:
 - i. Approve the filling of these posts and remuneration package for the Assistant Director posts at a job evaluated salary of £68,063 to £75,618. Establish an Appointments Sub-Committee consisting of three members, one from each main party (1 Conservative, 1 Liberal Democrat and 1 Labour) to include a member of the Executive.

- ii. The Appointments Sub-Committee be authorised to conduct the final interviews, select a successful candidate and make an offer of employment subject to the necessary employment procedures

Reason: To allow appointment to the Assistant Director posts to be made.

Contact Details

Author:

Kay Crabtree
Human Resources and
Trade Union Engagement
Manager
01904 554218

Chief Officer Responsible for the report:

Martin Farran Corporate Director – Adult Services
Neil Ferris Corporate Director - Place

Report Approved



Date 21 October 2016

Specialist Implications Officer(s)

Legal: Andrew Docherty, Assistant Director, Information Technology (IT), Democratic & Legal Services
Finance: Patrick Looker Finance Manager
Human Resources (HR): Kay Crabtree, HR policy and Trade Union Engagement Manager

Wards Affected:

All

For further information please contact the author of the report

Annex:

1. Job Description –Assistant Director
2. Job Description –Assistant Director
3. Conditions of Service – Assistant Director
4. Chief Officer Recruitment Protocol



ASSISTANT DIRECTOR ROLE PROFILE

JOB TITLE: Assistant Director – Transport, Highways and Waste

DIRECTORATE: City and Environmental Services

REPORTS TO: Director of City and Environmental Services

DATE: February 2013

1 PURPOSE OF YOUR JOB

To provide strategic leadership and performance delivery within a City of York portfolio

2 DIMENSIONS

Total Expenditure Budget:	£35,854k
Income Budget:	£18,794k
Capital Budget:	£26,937k
People:	269 (269 FTE) – Indicative TBC
Premises:	as per portfolio
Equipment:	as per portfolio
Projects:	as per portfolio

3 PRINCIPAL ACCOUNTABILITIES

Strategic

- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- Scans and understands the external and political environment in which the Council operates and takes lead responsibility for ensuring that the strategic plans of the Directorate and the whole organisation meets the needs of the current administration
- Contributes to the development, articulation and communication of a clear vision for co-ordinated services across York, and provides a framework to ensure an effective and shared programme of joined up service delivery with key partners.
- Leads the formulation and application of strategy for the portfolio within the context of the overall CYC Council plan
- Ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio

- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility
- Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that grows revenue and minimises cost without detriment to services

Business operations

- Leads and ensures the delivery of the operational activity within the relevant portfolio
- Ensures a quality, cost effective portfolio performance
- Accountable for the financial performance across the portfolio
- Takes lead responsibility for the effective utilisation of resources, e.g. financial, people, premises (where applicable), electronic, and hardware, identifying efficiencies and savings where appropriate without detriment impact on service and performance
- Identifies income generation opportunities for CYC and works with the right people and organisations to realise

Partnership

- Identifies key stakeholders and develops an engagement plan that ensures that CYC is engaging appropriately to deliver improved partnerships and, consequently, service outcomes
- Pro-actively seeks opportunities to represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable
- Leads the development and sustainability of collaborative working arrangements internally within CYC and with partner organisations and where appropriate commissioning, to agree strategic priorities and ensure integrated and cost effective service design and provision.
- Develop and maintain positive and effective working relationships with elected Members of the Council to ensure effective communication, engagement and leadership of the Council.
- Builds robust cross service relationships and plans that ensure a "One York" service delivery

People Leadership and Management

- Ensures that all members of the portfolio team are aware of the requirements of their role and how that contributes to the success of CYC and how it benefits the residents of CYC
- Takes personal responsibility for identifying and nurturing talent from across the whole organisation and at every level within the organisation and ensures that people with potential are pro-actively supported to deploy their talent and progress to the benefit of CYC

- Leads individuals and teams through change, ensuring that service is protected and people are actively engaged in the seeking of, developing of and delivering of change initiatives which add value to CYC performance and service
- Ensures that each member of the team have clear annual targets and have the resources available to deliver
- Ensures the performance management of the team and individuals within it are effectively and continuously managed and that underperformance is dealt with positively and robustly
- Ensures that all people resources add value to the organisation and the City and that structures are clear, efficient and well targeted

Programme and Project Management

- Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and delivers exceptional service to residents and partners
- Takes lead responsibility for identifying, sponsoring and ensuring the delivery of performance improvement projects
- Accountable for ensuring project delivers sustainable results for the benefit of the organisation and the City of York

Equality and Diversity

- Takes lead responsibility for equality, diversity and fairness issues
- Takes personal responsibility for ensuring that all services, employees and service users are treated with dignity and respect
- Ensures that the service portfolio is inclusive for all users and is flexible to meet the diverse needs of service users

4 KEY COMPETENCES

- Delivering what our customers want
- Positive and strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

The Leadership competences are taken from the Leadership and Management Standards developed in 2007

5 KNOWLEDGE SKILLS AND EXPERIENCE

Knowledge

- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification (such as DiPSW or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

Skills

- Ability to successfully develop and deliver strategies to meet organisation objectives and achieve planned results in a complex multi-functional organisation;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies
- Highly effective leadership and motivational skills and behaviours (as identified in CYC Leadership and Management Standards) that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management; Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external

Experience

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change
- Experience of negotiating significant contracts, commissioning services and monitoring provision

6 Statutory or specialist knowledge, skills and/or experience required

The following requirements are presented in the context of operating at an Assistant Director level with expectations of commensurate specialist knowledge, skills and experience to undertake this role for the Transport, Highways and Waste portfolio of services:

- Degree level in Transport Planning or Civil Engineering or Equivalent.
- Detailed knowledge of national and political context in which Transport, Highways, Waste and Fleet Services operate.
- Detailed knowledge and understanding of relevant legislation and current good practice in the fields of Transport, Highways, Waste and Fleet Services.
- Significant senior level experience of managing Transport, Highways, Waste and Fleet services within a LA context.
- Significant experience of development and delivery of customer focused services for Transport, Highways, Waste and Fleet functions.

- Significant experience of service transformation and development of alternative delivery options.
- Extensive experience in management and development of Transport, Highways and Waste Policy and Strategies.
- Expertise and track record in provision of exemplarily delivery of high visibility frontline operational services for Transport, Highways, Waste and Fleet areas.
- Track record of collaborative approach to securing opportunities in delivery of Transport, Highways, Waste and Fleet services.
- Proven track record in delivering multi-agency partnerships and best practice approaches for a range of frontline operational services.
- Proven track record of securing significant investment from local, regional and private sector partners to support Transport, Highways, Waste and Fleet services objectives and ambitions.
- Significant experience and successful track record of relationship management at a senior level and developing new partnerships and collaborative approaches, in the context of Transport, Highways, Waste and Fleet services.
- Significant experience of developing and implementing new business models to secure funding, ensure continuity of service delivery and drive continuous improvement.
- Extensive experience of developing and implementing a performance management culture and processes that motivate and focus staff; and support efficient and effective delivery of frontline operational Transport, Highways, Waste and Fleet services.
- Extensive experience of developing and implementing effective approaches to work flow/resource planning, programme management and a delivery focussed ethos.

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ASSISTANT DIRECTOR ROLE PROFILE

JOB TITLE: Assistant Director – Housing and Community Safety

DIRECTORATE: Communities and Neighbourhoods

REPORTS TO: Director of Communities and Neighbourhoods

DATE: February 2012

1 PURPOSE OF YOUR JOB

To provide strategic leadership and performance delivery within a City of York portfolio

2 DIMENSIONS

Total Expenditure	£52836
Budget:	
Net Budget:	£4634
People:	354 employees (307 FTE)
Premises:	as per portfolio
Equipment:	as per portfolio
Projects:	as per portfolio

3 PRINCIPAL ACCOUNTABILITIES

Strategic

- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- Scans and understands the external and political environment in which the Council operates and takes lead responsibility for ensuring that the strategic plans of the Directorate and the whole organisation meets the needs of the current administration

- Contributes to the development, articulation and communication of a clear vision for co-ordinated services across York, and provides a framework to ensure an effective and shared programme of joined up service delivery with key partners.
- Leads the formulation and application of strategy for the portfolio within the context of the overall CYC Council plan
- Ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio
- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility
- Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that grows revenue and minimises cost without detriment to services

Business operations

- Leads and ensures the delivery of the operational activity within the relevant portfolio
- Ensures a quality, cost effective portfolio performance
- Accountable for the financial performance across the portfolio
- Takes lead responsibility for the effective utilisation of resources, e.g. financial, people, premises (where applicable), electronic, and hardware, identifying efficiencies and savings where appropriate without detriment impact on service and performance
- Identifies income generation opportunities for CYC and works with the right people and organisations to realise

Partnership

- Identifies key stakeholders and develops an engagement plan that ensures that CYC is engaging appropriately to deliver improved partnerships and, consequently, service outcomes

- Pro-actively seeks opportunities to represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable
- Leads the development and sustainability of collaborative working arrangements internally within CYC and with partner organisations and where appropriate commissioning, to agree strategic priorities and ensure integrated and cost effective service design and provision.
- Develop and maintain positive and effective working relationships with elected Members of the Council to ensure effective communication, engagement and leadership of the Council.
- Builds robust cross service relationships and plans that ensure a “One York” service delivery

People Leadership and Management

- Ensures that all members of the portfolio team are aware of the requirements of their role and how that contributes to the success of CYC and how it benefits the residents of CYC
- Takes personal responsibility for identifying and nurturing talent from across the whole organisation and at every level within the organisation and ensures that people with potential are pro-actively supported to deploy their talent and progress to the benefit of CYC
- Leads individuals and teams through change, ensuring that service is protected and people are actively engaged in the seeking of, developing of and delivering of change initiatives which add value to CYC performance and service
- Ensures that each member of the team have clear annual targets and have the resources available to deliver
- Ensures the performance management of the team and individuals within it are effectively and continuously managed and that underperformance is dealt with positively and robustly

- Ensures that all people resources add value to the organisation and the City and that structures are clear, efficient and well targeted

Programme and Project Management

- Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and delivers exceptional service to residents and partners
- Takes lead responsibility for identifying, sponsoring and ensuring the delivery of performance improvement projects
- Accountable for ensuring project delivers sustainable results for the benefit of the organisation and the City of York

Equality and Diversity

- Takes lead responsibility for equality, diversity and fairness issues
- Takes personal responsibility for ensuring that all services, employees and service users are treated with dignity and respect
- Ensures that the service portfolio is inclusive for all users and is flexible to meet the diverse needs of service users

4 KEY COMPETENCES

- Delivering what our customers want
- Positive and strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

The Leadership competences are taken from the Leadership and Management Standards developed in 2007

5 KNOWLEDGE SKILLS AND EXPERIENCE

Knowledge

- Knowledge and understanding of local government

- A degree level qualification and/or professional managerial qualification (such as DiPSW or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

Skills

- Ability to successfully develop and deliver strategies to meet organisation objectives and achieve planned results in a complex multi-functional organisation;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies
- Highly effective leadership and motivational skills and behaviours (as identified in CYC Leadership and Management Standards) that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management; Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external

Experience

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;

- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change
- Experience of negotiating significant contracts, commissioning services and monitoring provision

6 Statutory or specialist knowledge, skills and/or experience required

- Extensive Experience of of the management and development of housing and community safety related services
- Experience of development and delivery of customer focused services

Conditions of Service

Assistant Director – Housing and Community Safety

The post you are interested in is subject to the Schemes and Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities as supplemented by any local collective agreements negotiated on behalf of the employees and by the rules of the Council.

Health

Prospective employees must be cleared by the Occupational Health Service as medically fit for employment by City of York Council, and are advised not to give notice to terminate their present employment until clearance has been received.

Probationary period

Appointments from outside local government are subject to the successful completion of a six month probationary period.

Reporting line

This post reports to the Corporate Director (Adult Services)

Targets

Objectives and targets will be agreed with the Director of Adult Services to reflect the Council's strategic priorities.

Salary*

The appointment will be made in the Chief Officer Grade 10 range. The salary levels within the grade are as follows:

Point 61	£68 063
Point 62	£70 479
Point 63	£72 889
Point 64	£75 618

The starting salary will be determined by the Appointments Panel of elected Members.

Salaries are paid on the last working day of the month. The salary is indexed to the JNC cost of living pay awards currently effective from 1st April each year.

Annual leave

The annual leave entitlement is 30 days increasing by five days after five years continuous local government service, plus eight public holidays per annum.

Pension

Membership of the Local Government Pension Scheme will be automatically continued for all employees who transfer from another Local Authority, unless they gave notice that they no longer wish to contribute. Membership of the scheme is automatic for new employees unless they state otherwise.

Car mileage for business use/Car parking

A mileage allowance of 45.0p per mile (up to 8,500 miles) is payable for business use.

Hours of Work

Working hours in this post will be subject to the needs of the service.

Whole time service

The postholder will be expected to devote his or her whole time to the work of the Council and not engage in any other business or employment without the prior knowledge and approval of the Council.

Sickness Absence

Any entitlements related to absence due to sickness or injury is as set out in the JNC for Chief Officers agreement. Officers are entitled to receive sick pay for the following periods:

During 1 st year of service	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
3 rd year of service	4 months full pay and 4 months half pay
During 4 th & 5 th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

Retirement

The normal retirement age of all Council employees, irrespective of gender, is 65 years.

Period of Notice

The written notice required to terminate employment in this post will be three months on either side.

Canvassing

Applicants for appointment must not canvas any Member or employee of the City of York Council in respect of their application. There is, however, no objection to any of the aforementioned providing written references in respect of applicants. Applicants related to any of the above must disclose the fact.

Political Restriction

This post is politically restricted and is subject to the restriction of political activities imposed by the Local Government and Housing Act 1989, and as outlined in the City of York Council's Employee Code of Conduct.

Further Information

If you would like an informal discussion about the post, please contact Sally Burns Director of Communities or Neighbourhoods Service or Martin Farran, Director of Adults.

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Chief Officer* Recruitment Process - Officer / Members decisions

* A Chief Officer is defined as an officer who is employed under the Joint Negotiating Committee for Chief Officers of Local Authorities Terms & Conditions.

Key Recruitment & Selection decision stages	Officer Decision / Member Decision
1. Develop proposal to create a new or amend an existing Chief Officer post	Officer decision: Chief Executive or Director
2. Establish a new temporary or permanent Chief Officer post	Member decision
3. Develop and agree Job description & Person Specification	Officer decision
4. Confirm the grade of the post	Officers to implement job evaluation outcomes within Chief Officer pay structure
5. Agree recruitment budget	Officers decision subject to budgetary provision
6. Commence recruitment activity	Officer proposal subject to Member decision
7. Establish Appointments Committee	Officer proposal subject to Member decision
8. Confirm method to source applicants i.e. advert, use of search / consultancy services	Appointments Committee subject to proposal from Officers (Chief Executive or Director and Head of Human Resources or nominated substitute). Proposal to include recommendation on advertising media and a recommendation to use external recruitment consultants or run in-house and if so, what services to use. Options include search, response handling, technical assessment, long-listing, shortlisting, support at final stage or a combination therein. Criteria to be considered are: <ul style="list-style-type: none"> i. Grade and salary in relation to the market; ii. Current employment market situation; iii. Design of post and likelihood of direct skills match; iv. Technical expertise being sought; v. Ability to conduct technical assessment in-house; vi. CYC capacity to handle in-house.
9. Long-list applicants	Officer decision in accordance with job description and person specification
10. Interview long listed applicants / conduct selection tests / assessment centre	Officer panel or recruitment consultant
11. Short list applicants	Officer decision in accordance with job description and person specification
12. Informal reception event(s) for short listed candidates (not part of the recruitment process)	Officer decision in consultation with Appointments Committee to determine invitees
13. Final selection process	Appointments Committee, advised by Officers

	(Chief Executive or relevant Director and Head of Human Resources, or nominated substitute) and recruitment consultants (if appropriate)
14. Determine salary of role to be offered	Appointments Committee, subject to Council pay policy and within job evaluated range for post
15. Agree appointment	Appointments Committee subject to Standing Orders (objections from the Executive)



Staffing Matters and Urgency Committee**31 October 2016**

Report of the Director of Customer and Business Support Services

Pension or Exit Discretion**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business cases to be circulated at the meeting as annexes to this report.

Consultation

3. All of the proposed pension or exit discretions have been subject to consultation in accordance with the Council's statutory obligations.

Options

4. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy and/or pension payments. The Committee does not have the power to make lower payments. By law the decisions as to whether or not to make an employee redundant rests with the Chief Executive or Officers nominated by her.

Analysis

5. The analysis of each proposal can be found in the respective business case.

Council Plan

6. Whilst the actions being proposed in the report are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy.

Implications

- 7. The implications of each proposal can be found in the respective business case.

Risk Management

- 8. The specific risks associated with each proposal and how they can be mitigated are contained in each business case. In summary, the risks associated with the recommended option are financial, legal, operational and reputational.

Recommendations

- 9. Staffing Matters and Urgency Committee is asked to:

Consider each proposal as detailed in the annexes.

Reason: In order to provide an overview of expenditure and to consider whether the Council should exercise its discretionary powers to make enhancements.

Contact Details

Author:

Mark Bennett
Head Business HR
Human Resources
Ext 4518

Chief Officer Responsible for the report:

Ian Floyd
Director of Customer and Business
Support Services

**Report
Approved**

Date 21st October
2016

Specialist Implications Officer(s):

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes

Individual Business Cases
(confidential and to be circulated at the meeting)



Staffing Matters and Urgency Committee**31 October 2016**

Report of the Director of Customer and Business Support Services

Redundancy**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business cases to be circulated at the meeting as annexes to this report.

Consultation

3. All of the proposed redundancies have been subject to consultation in accordance with the Council's statutory obligations.

Options

4. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy and/or pension payments. The Committee does not have the power to make lower payments. By law the decisions as to whether or not to make an employee redundant rests with the Chief Executive or Officers nominated by her.

Analysis

5. The analysis of each proposal can be found in the respective business case.

Council Plan

6. Whilst the actions being proposed in the report are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy.

Implications

- 7. The implications of each proposal can be found in the respective business case.

Risk Management

- 8. The specific risks associated with each proposal and how they can be mitigated is contained in each business case. In summary, the risks associated with the recommended option are financial, legal, operational and reputational.

Recommendations

- 9. Staffing Matters and Urgency Committee is asked to:

Note the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy detailed in the annexes.

Reason: In order to provide an overview of the expenditure.

Contact Details

Author:

Mark Bennett
Head of Business HR
Human Resources
Ext 4518

Chief Officer Responsible for the report:

Ian Floyd
Director of Customer and Business
Support Services

Report **Date** 21st October
Approved 2016

Specialist Implications Officer(s):

Wards Affected

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Individual Business Cases
(confidential and to be circulated at the meeting)