



Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Gillies (Chair), Aspden (Vice-Chair) and Looker
- Date:** Monday, 2 July 2018
- Time:** 5.30 pm
- Venue:** The King Richard III Room (GO49) - West Offices

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 Item 7 (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 - 2)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 4 June 2018.

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 29 June 2018 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 Officers for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including 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 Officers (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 Interim Corporate Directors for Health, Housing & Adult Social Care and Children's, Education and Communities.

Appointment of Permanent Corporate Directors for Health, Housing & Adult Social Care and Children's, Education and Communities. (Pages 3 - 30)

This report makes proposals to permanently recruit to the Corporate Director posts in both Health, Housing & Adult Social Care and Children's, Education and Communities and to make interim appointments through internal recruitment to provide cover until permanent appointments are in place. It seeks formal approval to establish two Appointment Sub-Committees for Chief Officer Appointments and to delegate sufficient powers to those Sub-Committees to enable them to conduct the recruitment process, select and appoint candidates, subject to the requirements of the standing orders on appointment.

6. Changes to Committee Memberships (Pages 31 - 34)

This report asks Members to agree changes to the membership of a number of committees.

7. Redundancy (Pages 35 - 38)

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.

8. Urgent Business

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

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy Officers named above).

For more information about any of the following please contact the Democratic Services Officers 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	4 June 2018
Present	Councillors Gillies (Chair), Looker and Reid (Substitute)
Apologies	Councillor Aspden

6. 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.

No Member present had any interests to declare.

7. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during the consideration of Annex A to Agenda Item 5 (Pension or Exit Discretion) on the grounds that it contains information relating to an individual and the financial affairs of a particular person. 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).

8. Minutes

Resolved: That the minutes of the Staffing Matters & Urgency Committee held on 14 May 2018 be approved and then signed by the Chair as a correct record.

9. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

10. Pension or Exit Discretion

Members considered a report which detailed expenditure associated with a pension or exit discretion in accordance with Council policy.

Members considered the background and detail surrounding the proposal, which was contained in the business case attached as a confidential annex to the report.

Resolved: That the expenditure associated with the proposed pension or exit discretion, as detailed in Annex A of the report, be considered and approved.

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

Cllr Gillies, Chair

[The meeting started at 5.30pm and finished at 5.32pm].



Staffing Matters & Urgency Committee**2 July 2018**

Report of the Chief Executive

Appointment of Interim Corporate Directors for Health, Housing & Adult Social Care and Children's, Education and Communities.**Appointment of Permanent Corporate Directors for Health, Housing & Adult Social Care and Children's, Education and Communities.****1. Summary**

Both the Corporate Director for Health Housing and Adult Social Care (HHASC) and Children's, Education and Communities (CEC) have submitted their resignations, to take up opportunities in other local authorities.

This report makes proposals to:

- permanently recruit to both the Corporate Director post in HHASC and CEC
- make interim appointments through internal recruitment to provide cover until permanent appointments are in place.

Approval is sought to establish two Appointment Sub-Committee's for Chief Officer Appointments and to delegate sufficient powers to those Sub-Committees. This is to enable them to conduct the recruitment process, select and appoint candidates, subject to the requirements of the standing orders on appointment. Annex 1 details the Chief Officer Recruitment Protocol.

2. Background

The senior management structure (as approved by the Executive on 30th June 2016) is made up of four Corporate Director posts reporting into the Chief Executive.

The Corporate Directors of HHASC and CEC will be leaving the Authority in August and September 2018.

Following their resignations permission is sought to appoint permanently to both these key roles. This will enable the Council to fully discharge its responsibilities in both Adults and Children's Social Care and continue to meet its statutory responsibilities.

Permission is also sought to put interim arrangements in place for the management of these services. This will ensure that both Directorates continue to have sufficient leadership capacity in the intervening period prior to permanent appointments being made.

It is proposed that the temporary interim appointments are advertised internally, as a development / secondment opportunity for senior staff in the Council.

Attached at Annex 2 are copies of the role profiles, based on the current job description, which will be reviewed prior to advertising to ensure they relate to the council's current operating model. However, this will not be large scale change.

3. Remuneration Package

Attached at Annex 3 are details of the pay package and Conditions of Service for the post of Corporate 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 £91,647 to £104,832, with access to the standard set of Chief Officer Terms.

It may be necessary for the appointments sub committee to consider a market supplement for both posts, as a recruitment incentive. The current post holder for Corporate Director CEC is on a £12,000 market supplement. Data will be provided to the sub committee for consideration.

4. Appointments Committee

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.

It is requested that both Appointment Committees 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.

5. Consultation

Consultation has taken place with the Corporate Management Team as to the need for these appointments. It is requested the three largest political

groups now nominate members to participate in the Appointments Committee

6. Options/Analysis

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.

7. Council Plan

Making an appointment to these posts will contribute to delivering the Council Plan and its priorities.

8. Implications

The following implications have been considered:

- **Financial** – The Corporate Director posts are paid within the pay range **£91,647 to £104,832**. Including on costs this totals £122,605 to £140,404 for a full year per post. The cost of the posts and associated recruitment costs will be managed within existing departmental budgets. A market supplement is currently paid for one post at £12,000 (£16,200 including on costs).
- **Human Resources (HR)** – The job profile is based on the current Job Descriptions for the Corporate Director roles and is subject to the Council's established job evaluation mechanism with a grade established for the post. 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).

It is proposed that Resourcing Solutions (North Yorkshire County Council) will be engaged to support the recruitment process.

- **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 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.

9. Risk Management

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

10. Recommendations

It is recommended that the Committee:

- a) Approve the filling of these posts both permanently and on an interim basis on the remuneration package for the Corporate Director post at a job evaluated salary of £91,647 to £104,832.
- b) Establish two Appointment Sub-Committees consisting of three members, one from each main party (1 Conservative, 1 Liberal Democrat and 1 Labour) to include a member of the Executive.

Reason: To progress the appointments and reduce risks highlighted in the report in relation to these critical roles required to deliver the Council's statutory responsibilities.

Contact Details

Author:

Mary Weastell
Chief Executive

Chief Officer Responsible for the report:

Mary Weastell
Chief Executive

**Report
Approved**



Date 19/6/2018

Specialist Implications Officer(s)

Human Resources: Trudy Forster, Head of HR , Kay Crabtree, HR Manager and Claire Waind, HR Manager

Finance: Richard Hartle, Finance Manager

Wards Affected: List wards or tick box to indicate all

All



For further information please contact the author of the report

Annex:

1. Chief Officer Recruitment Protocol
2. Job Profiles
3. Pay & Conditions of Service

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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)



Post title:	Corporate Director of Health Housing and Adult Social Care
Conditions and Grading Arrangements:	JNC for Chief Officers of Local Authorities
Responsible to:	Chief Executive
Responsible for:	All staff within the portfolio

Main purpose of the post

To provide leadership and direct on matters related to Health, Housing and Community Safety and Adult Social Care and other corporate priorities that enable the Council to achieve its objectives within the context of local and national policy.

To work in partnerships with statutory and voluntary organisations and agencies across the city to facilitate a whole system approach to health and adult social care, improving health and well being outcomes for the residents of York.

Dimensions

Revenue budget for 2018/19:

Gross Expenditure:	£163m
Income	£115m
Net budget	£48m

Capital Programme (2018-23) £121m

Indicative full time equivalent posts: 594.2 (April 2018)

Indicative headcount figure: 742 (April 2018)

Principal responsibilities – Corporate role

Support the Council and Chief Executive in the corporate management of the Council. Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council

Facilitate corporate working across services and help lead the Authority so it is able to meet its immediate and long term future with confidence

20/06/2018

Contribute to the corporate formulation and delivery of the Council's policy objectives and plans and help shape and deliver the City and Council visions

Develop and articulate a clear vision for co-ordinated services in the City of York and provide a framework and sense of purpose and direction in order to ensure an effective shared programme of joined-up service delivery

Lead the necessary cultural and other changes to ensure that the citizens of York and other service beneficiaries are at the centre of service provision using effective partnership working with all sectors (private, voluntary, community and public) in order to focus resources jointly on improving outcomes

To conceive, initiate, manage and participate in Council wide developments and initiatives in pursuit of the Council's aims and objectives and consistent with changing the culture of the Council

Develop and maintain a corporate performance management regime ensuring early identification of potential issues in order to take decisive and effective corrective action

To support and contribute to the Council's corporate policy making on all matters and to ensure that these are translated and reflected into directorate plans, programmes and services which are reviewed and updated to meet changing needs and priorities of the City and the Council's stakeholders

To develop and maintain effective working relationship with Members of the Council and with other service teams within the Authority to ensure a corporate response to the development of services

To manage resources, both staffing and budget, to deliver effective performance

To cover for any other Director or the Chief Executive as necessary

Principal responsibilities – Director of Service role

Define, develop, procure, manage and evaluate the range of services for which the postholder is responsible

Co-ordinate services across the Authority and City with others to give maximum benefit

Ensure the continual improvement of the services for which the postholder is responsible, setting clear priorities and targets and intervening where necessary in order to maintain standards of performance

Act as the Council's principal policy advisor in relation to Adult Social Care so that the direction and culture of the sector is responsive to a rapidly changing external environment.

Provide strategic leadership and direction to the council and its partners:

20/06/2018

- On Safeguarding vulnerable adults from abuse and neglect;
- By focussing efforts to reduce , prevent and delay the need for social care to increase capacity across the health and social care system; ;
- To enable strength and asset based approaches to the integration and personalisation of social care services;

Working with key partners in the NHS and community voluntary sector develop an integrated, whole system approach to meet the health and social care needs for the population of York. To ensure the sustainability of a health, housing and adult social care system through a “one team” approach to delivery.

Utilise effective programme management methodologies to ensure projects are delivered on time, within budget and in accordance with the agreed specification

Take lead responsibility for putting in place arrangements for peer reviews, sector led improvement and meeting the requirements of external inspectors in respect of registered, regulated and non-regulated services.

Participate in the development of effective corporate engagement strategies so that all can understand and fulfil their roles in the delivery of effective services

To be accountable for all statutory functions associated with the role of Director of Adult Social Care, these responsibilities include:

- Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services;
- Professional leadership, including workforce planning;
- Compliance with national standards;
- Managing cultural change;
- Promoting local access and ownership and driving partnership working;
- Delivering an integrated whole systems approach to supporting communities;
- Promoting social inclusion and wellbeing;

Provide leadership on behalf of the Council in relation to the community safety partnership, strengthening governance and accountability. Annually refresh service plans and strategies where required to ensure that local people are safe, and promote happy and healthy living in York.

Discharge the council's statutory responsibilities in relation to the council's strategic and enabling housing functions and ensure suitable arrangements for the delivery of housing management and maintenance.

Ensure that the council effectively discharges its responsibilities to improve public health, including arrangements for health promotion, health improvement and infection control.

20/06/2018

Sphere of influence

Ensure that budgets are managed effectively within the corporate mechanisms to achieve value for money and outcomes are measured against corporate priorities, development milestones and performance targets.

Hold services to account for their performance, overall budgets and service standards to ensure that services provided meet targets set within the corporate framework.

Carry forward existing partnerships and lead work with partner agencies to establish strategic priorities for the Council seeking to align resources of all partner agencies with jointly agreed priorities that complement and reflect corporate priorities.

Develop, mentor and appraise directly accountable staff and through directly accountable staff ensure employees are well managed, developed, motivated and empowered within the corporate framework.

Recruit, manage, motivate and develop employees ensuring their health, safety and well-being at work, in order to ensure all aspects of service delivery are provided to the highest possible standard.

Person Specification

The postholder will need to demonstrate their experience in the criteria listed in Parts One and Two of the Person Specification

Part One: Experience

A proven track record of high achievement at senior management level within a service environment of comparable scope and complexity and with an understanding of the issues facing City of York Council and the areas for which the postholder is responsible

Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation

A demonstrable track record of leading, motivating and managing multi-disciplinary teams to achieve significant, sustainable service improvements and outstanding results, through internal and external partnerships

Evidence of establishing a performance management culture, including service planning, target setting, performance appraisal and the management of diverse staff groups

Extensive experience of delivering customer focused services that are responsive and flexible with regard to customer need

20/06/2018

Evidence of successful strategic and operational resource management, including evaluating competing priorities within tight financial limits and managing progressive and innovative budgetary arrangements

A proven track record of innovating service delivery in order to drive out efficiencies and maximise value for money

Extensive experience and demonstrable success in the generation and management of major organisational and corporate cultural change

Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media

A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects that meet City of York Council's corporate objectives

Proven experience of effectively working as part of a team and of successfully operating in a team environment

A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation

Part Two: Knowledge, Abilities and Skills

A thorough understanding of best practice and contemporary issues affecting the provision of the areas for which the postholder is responsible, and an understanding of good management practice and value for money in a local authority setting

Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members and colleagues across the Authority that command respect, trust and confidence

Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture

A detailed knowledge and understanding of the challenges involved in seeking to provide fully integrated services to customers

Knowledge of leading edge service delivery and a proven ability to translate best practice into service transformation

Understanding and a record of achievement in promoting fairness and inclusion in employment and service delivery

20/06/2018

Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems

Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions

Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others

Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, service managers, Council Members, the general public and other stakeholders and command their respect, trust and confidence

Personal Style & Behaviour

A strong corporate orientation and a demonstrable commitment to tackling issues in a non-departmental manner

An inspirational, motivational, enthusing leader with a clear vision for the Council and its contribution to the overall development of the City and the areas for which the postholder is responsible, with high levels of energy, stamina and resilience

Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners and other stakeholders

A personal commitment to using customer insight to determine service delivery

Highly innovative and forward thinking

Commitment to personal development

Key Relationships

Reports to Chief Executive

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

Advises Members, Chief Executive, Directors and managers on those service areas the postholder is responsible for

Key relationships with external advisers, and partnership working with other service providers and agencies including:

- Trade Unions
- Relevant professional bodies and networks
- Regional and national local government bodies
- Regional and national agencies and departments of central government
- Public, private, voluntary and community sector partners
- North Yorkshire Police
- Local Enterprise Partnership
- Safer York Partnership

20/06/2018

- Health and Wellbeing Board
- Scrutiny Committee
- Housing Partners
- Other Local Authorities, in particular neighbouring Council's
- NHS - Local Trusts, CCG, Primary Care, NHSE etc
- ADASS / LGA, DH

Corporate Director of Health Housing and Adult Social Care – Specific Areas of Responsibility

Adult Social Care

- Safeguarding /Deprivation of Liberty/ Mental Health
- Assessment and Care Management
- Operations – Provider Services

Commissioning

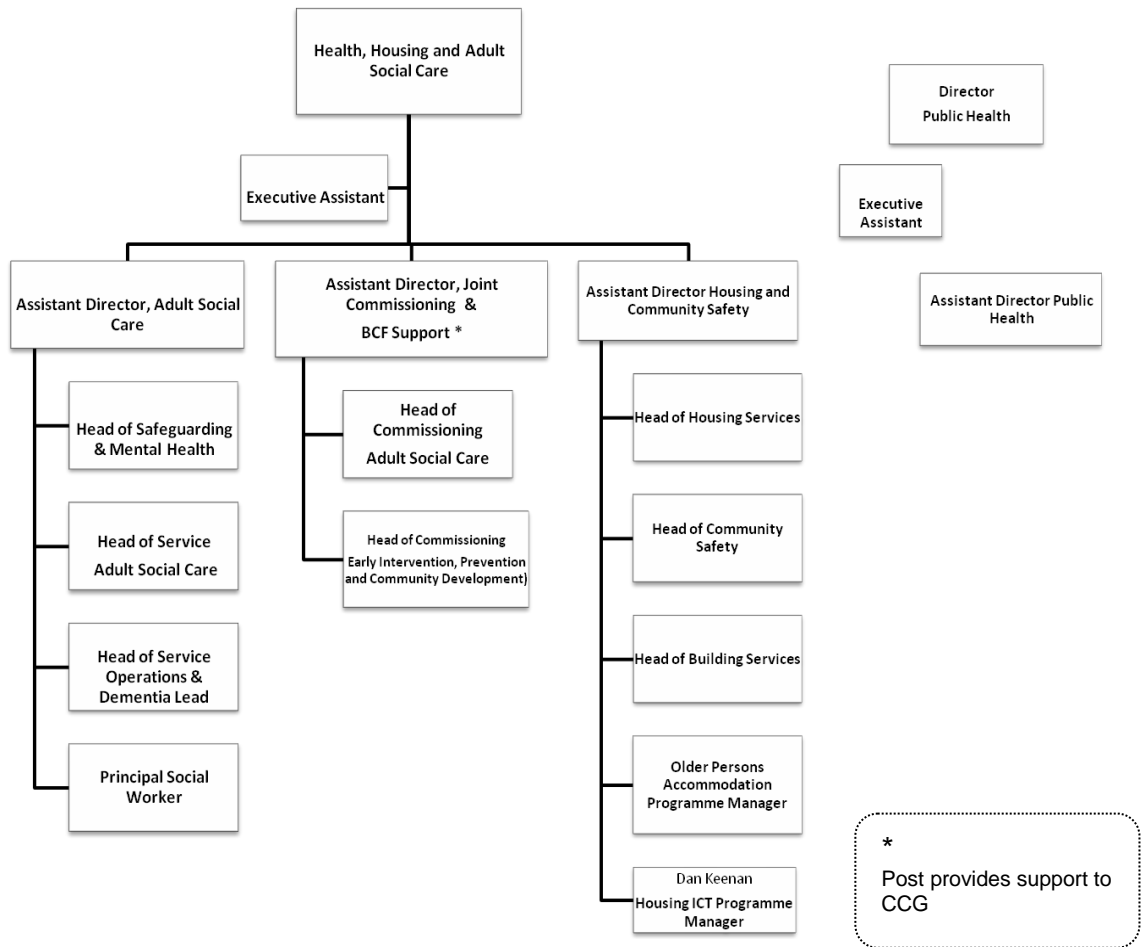
- Adult Services Commissioning and Contract management
- Early Intervention, Prevention and Community Development

Housing and Community Safety

- Housing Management Services;
- Building Services, Repairs and Planned Maintenance
- Community Safety
- Older Persons Accommodation Programme

Public Health

Organisation Chart





Post title:	Corporate Director, Children, Education and Communities
Conditions and Grading Arrangements:	JNC for Chief Officers of Local Authorities
Responsible to:	Chief Executive
Responsible for:	All staff within the portfolio

Main purpose of the post

Provide leadership and strategic direction, inspire team working and high standards of service delivery ensuring that mechanisms are put in place to sustain, achieve and maintain corporate working that enable to Council to achieve its objectives. To work in partnership with organisations across the city and beyond to deliver improved quality of life for York's residents.

Dimensions

Revenue budget for 2018/19:

Gross Expenditure:	£179m
Income	£156m
Net budget	£23m

Capital Programme (2018-23) £43m

Indicative full time equivalent posts: 403.6 (April 2018)

Indicative headcount figure: 504 (April 2018)

Principal responsibilities – Corporate role

Support the Council and Chief Executive in the corporate management of the Council. Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council

Facilitate corporate working across services and help lead the Authority so it is able to meet its immediate and long term future with confidence

25/06/2018

Contribute to the corporate formulation and delivery of the Council's policy objectives and plans and help shape and deliver the City and Council visions

Develop and articulate a clear vision for co-ordinated services in the City of York and provide a framework and common sense of purpose in order to ensure an effective shared programme of joined-up service delivery

Lead the necessary cultural and other changes to ensure that the citizens of York and other service beneficiaries are at the centre of service provision using effective partnership working with all sectors (private, voluntary, community and public) in order to focus resources jointly on improving outcomes

To conceive, initiate, manage and participate in Council wide developments and initiatives in pursuit of the Council's aims and objectives and consistent with changing the culture of the Council

Develop and maintain a corporate performance management regime ensuring early identification of potential issues in order to take decisive and effective corrective action

To support and contribute to the Council's corporate policy making on all matters and to ensure that these are translated and reflected into directorate plans, programmes and services which are reviewed and updated to meet changing needs and priorities of the City and the Council's stakeholders

To develop and maintain effective working relationship with Members of the Council and with other service teams within the Authority to ensure a corporate response to the development of services

To cover for any other Director or the Chief Executive as necessary

Principal responsibilities – Director of Service role

Define, develop, procure, manage and evaluate the range of services for which the post holder is responsible.

Co-ordinate services across the Authority and City with others to give maximum benefit.

Ensure the continual improvement of the services for which the postholder is responsible, setting clear priorities and targets and intervening where necessary in order to maintain standards of performance.

To keep abreast of new developments in order to anticipate and define the Council's strategies and responsibilities in the areas for which the postholder is responsible

Utilise effective programme management methodologies to ensure projects are delivered on time, within budget and in accordance with the agreed specification

25/06/2018

Take lead responsibility for putting in place arrangements to meet the requirements of external inspectors in respect of annual and other performance assessments

Participate in the development of effective corporate engagement strategies so that all can understand and fulfil their roles in the delivery of effective services

To be accountable for all statutory functions associated with the role of Director of Children's Services as detailed in the DfE guidance, with specific responsibility for;

- Safeguarding
- Vulnerable children and young people
- Fair access to services
- Educational excellence

Sphere of influence

Ensure that budgets are managed effectively within the corporate mechanisms to achieve value for money and outcomes are measured against corporate priorities, development milestones and performance targets

Hold services to account for their performance, overall budgets and service standards to ensure that services provided meet targets set within the corporate framework

Carry forward existing partnerships and lead work with partner agencies to establish strategic priorities for the Council seeking to align resources of all partner agencies with jointly agreed priorities that complement and reflect corporate priorities

Develop, mentor and appraise directly accountable staff and through directly accountable staff ensure employees are well managed, developed, motivated and empowered within the corporate framework

Recruit, manage, motivate and develop employees ensuring their health, safety and well-being at work, in order to ensure all aspects of service delivery are provided to the highest possible standard

Person Specification

The postholder will need to demonstrate their experience in the criteria listed in Parts One and Two of the Person Specification

Part One: Experience

A proven track record of high achievement at senior management level within a service environment of comparable scope and complexity and with an understanding of the issues facing City of York Council and the areas for which the postholder is responsible

25/06/2018

Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and polices within a large, multi-disciplined organisation

A demonstrable track record of leading, motivating and managing multi-disciplinary teams to achieve significant, sustainable service improvements and outstanding results, through internal and external partnerships

Evidence of establishing a performance management culture, including service planning, target setting, performance appraisal and the management of diverse staff groups

Extensive experience of delivering customer focused services that are responsive and flexible with regard to customer need

Evidence of successful strategic and operational resource management, including evaluating competing priorities within tight financial limits and managing progressive and innovative budgetary arrangements

A proven track record of innovating service delivery in order to drive out efficiencies and maximise value for money

Extensive experience and demonstrable success in the generation and management of major organisational and corporate cultural change

Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media

A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects that meet City of York Council's corporate objectives

Proven experience of effectively working as part of a team and of successfully operating in a team environment

A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation

Part Two: Knowledge, Abilities and Skills

A thorough understanding of best practice and contemporary issues affecting the provision of the areas for which the postholder is responsible, and an understanding of good management practice and value for money in a local authority setting

Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members and colleagues across the Authority that command respect, trust and confidence

25/06/2018

Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture

A detailed knowledge and understanding of the challenges involved in seeking to provide fully integrated services to customers

Knowledge of leading edge service delivery and a proven ability to translate best practice into service transformation

Understanding and a record of achievement in promoting fairness and inclusion in employment and service delivery

Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems

Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions

Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others

Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, service managers, Council Members, the general public and other stakeholders and command their respect, trust and confidence

Personal Style & Behaviour

A strong corporate orientation and a demonstrable commitment to tackling issues in a non-departmental manner

An inspirational, motivational, enthusing leader with a clear vision for the Council and its contribution to the overall development of the City and the areas for which the postholder is responsible, with high levels of energy, stamina and resilience

Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners and other stakeholders

A personal commitment to using customer insight to determine service delivery

Highly innovative and forward thinking

Commitment to personal development

Key Relationships

Reports to Chief Executive

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

25/06/2018

Advises Members, Chief Executive, Directors and managers on those service areas the postholder is responsible for

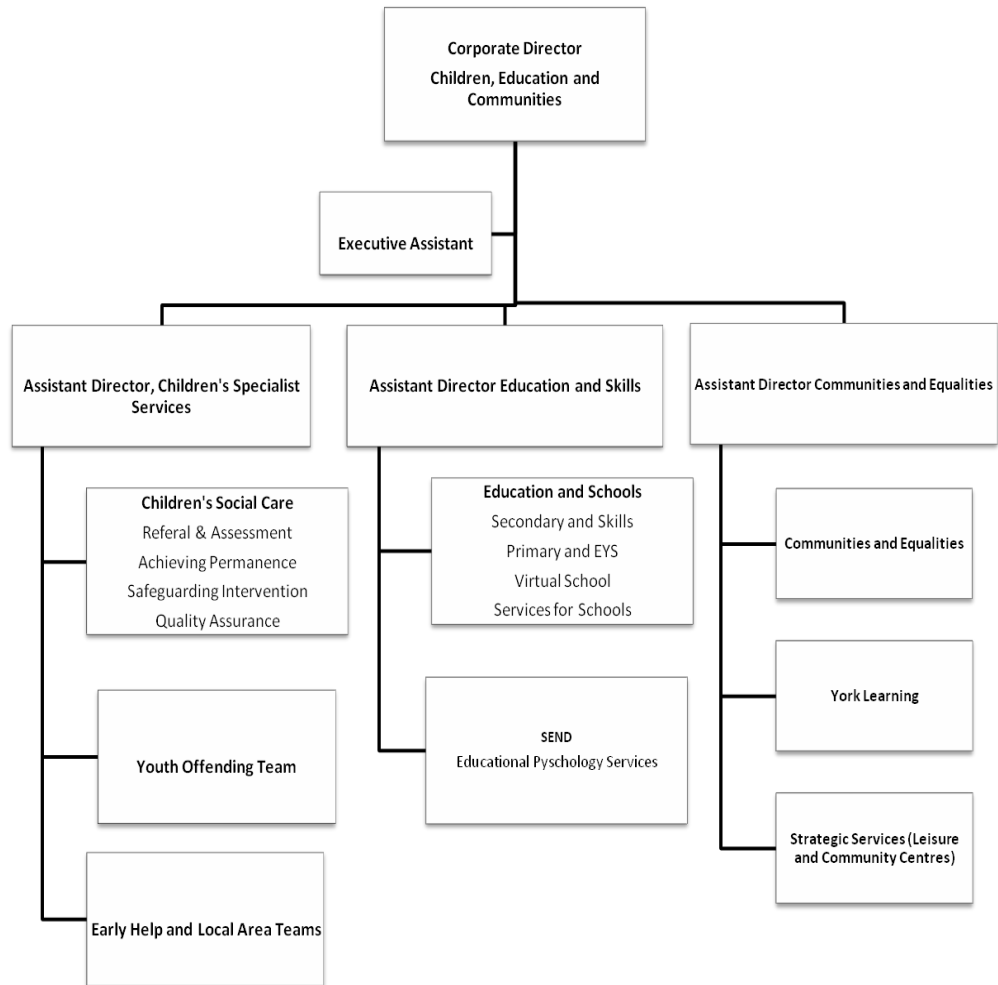
Key relationships with external advisers, and partnership working with other service providers and agencies including:

- Trade unions
- Relevant professional bodies and networks
- Regional and national local government bodies
- Regional and national agencies and departments of central government
- Public, private, voluntary and community sector partners
- North Yorkshire Police;
- Local Enterprise Partnership
- York Schools and Academies Board
- Schools Forum
- Children's Safeguarding Board
- YorOK Board
- Safer York Partnership
- Health and Wellbeing Board
- Children, Education and Communities Overview and Scrutiny Committee
- Early Years Steering Group
- Integrated Commissioning Group Meeting
- Ward Committees
- Make it York
- Cultural organisations and sector

Corporate Director of Children, Education and Communities– Specific Areas of Responsibility

- Children's Social Care
- Early Help (local Area Teams and Healthy Child Service)
- Youth Offending Team
- School Effectiveness and Achievement Service
- School Services
- Special Educational Needs and Disabilities
- Educational Psychology Service
- Communities and Equalities
- York Learning

Organisation Chart



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Conditions of Service Corporate Director

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 Chief Executive

Targets

Objectives and targets will be agreed with the Chief Executive to reflect the Council's strategic priorities.

Salary*

The appointment will be made in the Chief Officer Grade 05 range. The salary levels within the grade are as follows:

30	91647
31	96237
32	100807
33	103864
34	104832

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 months service)	1 month's full pay and (after completing 4 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 Mary Weastell, Chief Executive of the Council.

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Staffing Matters and Urgency Committee

2 July 2018

Report of the Assistant Director - Legal and Governance

Changes to Committee Memberships

Summary

1. At the Annual Council meeting on 24 May 2018, appointments were made to Committees, Sub-Committees and Outside Bodies for the 2018/19 municipal year. Further changes are now required to the membership of committees, as set out below.

Background

2. Further to the appointments to Committees etc made at the Annual Meeting, Staffing Matters & Urgency Committee has authority to deal with any in-year changes or appointments to any Committees and Outside Bodies and the following changes are put forward for consideration.
3. At the time of the Annual Meeting, some of the substitute positions had not been confirmed and agreement of the following substitutes is now requested:

Children, Education and Communities Policy and Scrutiny Committee
Cllr Steward to be appointed as conservative substitute

Local Plan Working Group
Cllr Galvin to be appointed as conservative substitute

4. A change has also been requested to the position of Chair of the Audit and Governance Committee as follows:

Audit and Governance Committee
Councillor Cannon to replace Cllr Derbyshire on the committee, and be appointed as Chair

Consultation

5. Normal processes to consult the relevant political Group have been applied to ensure the Group nominates the Members of their choice. No other consultation is specifically required in this instance.

Options

6. There are no alternative options available as this is simply for the Groups concerned to nominate appropriate candidates to either replace the Member concerned or to fill the position that has become available. This Committee will then consider and determine those nominations.

Council Plan

7. Maintaining an appropriate decision making and scrutiny structure and appointees to that contribute to the Council delivering its core priorities set out in the current Council Plan, effectively.

Implications

8. There are no known implications in relation to the following in terms of dealing with the specific matter before Members:
 - Financial
 - Human Resources (HR)
 - Equalities
 - Crime and Disorder
 - Property
 - Other

Legal Implications

9. The Council is statutorily obliged to make appointments to committees, advisory committees, Sub Committees and certain other prescribed bodies in accordance with the political balance rules. These rules may only be waived where no Member votes against the proposal.

Risk Management

10. In compliance with the Council's risk management strategy, there are no known risks associated with the recommendation in this report.

Recommendations

11. Staffing Matters and Urgency Committee is asked to consider the changes to Committee membership as outlined in paragraphs 3 and 4 of the report.

Reason: In order to make appropriate appointments to the Council's Committees and Outside Bodies for the remainder of the current municipal year.

Author:

Dawn Steel
Head of Civic and
Democratic Services
Tel: (01904) 551030

Chief Officer Responsible for the report:

Andy Docherty
Assistant Director, Legal and Governance

Report

Date 22 June 2018

Specialist Implications Officers

Not applicable

Wards Affected: All

All

For further information please contact the author of the report

Background Papers

None

Annexes

None

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Staffing Matters and Urgency Committee**2 July 2018**

Report of the Deputy Chief Executive and Director of Customer and Corporate 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:
 - 1) 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:

Trudy Forster
Head of HR
Human Resources
Ext 3985

Chief Officer Responsible for the report:

Ian Floyd
Director of Customer and Business
Support Services

**Report
Approved**

Date 19/16/18

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A - Confidential Business Case

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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