

Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Aspden (Chair), D'Agorne (Vice-Chair), Hook and D Myers
- Date:** Monday, 24 August 2020
- Time:** 5.30 pm
- Venue:** Remote Meeting

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

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 20 July 2020.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation at remote meetings. The deadline for registering at this meeting is **5:00pm on Thursday 20 August 2020**.

To register to speak please contact Democratic Services, on the details at the foot of the agenda. You will then be advised on the procedures for dialling into the remote meeting.

Webcasting of Remote Public Meetings

Please note that, subject to available resources, this remote public meeting will be webcast including any registered public speakers who have given their permission. The remote public meeting can be viewed live and on demand at www.york.gov.uk/webcasts.

During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

4. Corporate Management Team (CMT) Restructure (Pages 5 - 106)

This report presents feedback from the consultation exercise undertaken on options for a revised Corporate Management Team (CMT), and asks Members to consider the options in the light of further analysis and take steps to progress the appointment of a Head of Paid Service who, once appointed, will make recommendations to Council on a proposed structure.

5. Changes to Membership of Committees, Joint Committees administered by other Councils, Regional Local Authority Bodies and Other Bodies (Pages 107 - 110)

This report seeks approval for amendments to the Council's appointments to committees and outside bodies.

6. Work Plan (Pages 111 - 114)

To consider the Committee's draft work plan up to December 2020.

7. Urgent Business

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

Democracy Officer
Louise Cook

Contact details:

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

For more information about any of the following please contact the Democracy 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 (Polish)
własnym języku.

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 **(01904) 551550**

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City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	20 July 2020
Present	Councillors Aspden (Chair), D'Agorne (Vice-Chair), Hook and Myers

74. Declarations of Interest

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

No interests were declared. The Chair indicated that, although Agenda Item 6 (Urgent Business) related to his appointment as Director of the LEP, he had been advised that he did not have a declarable interest in this item.

75. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during consideration of Annexes A, B and C to Agenda Item 6 (Pension or Exit Discretion), on the grounds that they contain information relating to individuals and the financial affairs of particular persons, which 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).

76. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 15 June 2020 be approved as a correct record, to be signed by the Chair at a future date.

77. Public Participation

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

78. Work Plan

Members considered the committee's work plan to the end of the 2020 calendar year.

Resolved: That the work plan be approved.

Reason: To ensure that the committee has a planned programme of work in place.

79. *Pension or Exit Discretion

Members considered a report which advised them of expenditure associated with proposed pension or exit discretions.

Details of each proposal and its implications were set out in the business cases in exempt Annexes A, B and C to the report.

Resolved: That the expenditure associated with the proposed pension or exit discretions, as detailed in the report annexes, be noted and approved.

Reason: So that the Committee has an overview of expenditure associated with pension or exit discretions.

**Note: The Chair agreed to vary the order of business so that this item was dealt with in private session at the end of the meeting, once all other business had been concluded.*

80. Urgent Business - Appointment of City of York Councillor as Director of York and North Yorkshire Local Enterprise Partnership Limited

Members considered a report which sought approval to appoint Cllr Aspden as a Director of York and North Yorkshire Local Enterprise Partnership (LEP) Limited, a dormant company limited by guarantee registered by the LEP, in order to meet the requirements of a Government review on LEP governance arrangements.

The Chair had agreed to accept this item as urgent business at the meeting because the appointment must be confirmed by 31 July 2020 and there were no other meetings of the Staffing Matters & Urgency Committee or Full Council scheduled before that date.

It was explained that the review required each LEP to assume its own legal identity, either by incorporation as a private company or merging with a combined authority. The creation of a limited company, with each of the LEP's Main Board members (including Cllr Aspden) as directors, had been agreed as a holding position pending devolution discussions between the authorities. In response to Members' questions, officers confirmed that Cllr D'Agorne could continue to act as a substitute on the Main Board despite not being a director.

Resolved: That Cllr Keith Aspden be appointed as a Director of York & North Yorkshire Local Enterprise Partnership Limited.

Reason: In order to meet the requirements of the Government's review of LEP governance arrangements.

Cllr K Aspden, Chair

[The meeting started at 5.30 pm and finished at 5.42 pm].

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Staffing Matters & Urgency Committee**24 August 2020**

Report of the Head of HR & OD

Corporate Management Team (CMT) Restructure**Summary**

1. This report provides Staffing Matters & Urgency Committee (SMU) with the feedback from the consultation exercise and options to consider for a revised Corporate Management Team (CMT), which will ensure efficiencies are made as agreed in SMU committee in February 2020.
2. SMU in June requested that the Head of HR carry out full consultation with Elected Members, key stakeholders and partners across the city and relevant officers. A full list of those individuals / groups and their anonymised feedback is included at Annex A. This consultation has been concluded and feedback is included within the report.
3. SMU in June also requested that the Local Government Association (LGA) carry out research across authorities and that this report is made public. The full report is included in Annex B.
4. Efficiency savings of at least £81k per annum are to be made from the senior management structure, and options provided within this paper do meet this requirement.
5. Once SMU have agreed on a preferred structure, further formal consultation, in line with the Council's Change Management will be carried out with affected staff. Any subsequent recruitment functions will be conducted in accordance with the SMU committee recruitment responsibilities, establishing a Chief Officer Appointment sub-committees of no less than three elected Members including at least one Member of the Executive. The constitution of this subcommittee is representative i.e. two Liberal Democrat and one Labour representative.

Background

SMU

6. At the Staffing Matters and Urgency (SMU) Meeting on 17 February 2020, the committee were asked to consider an early retirement request from a member of CMT. This was considered and agreed by the committee (in line with Council's policies and procedures, constitution, HR and legal advice). Following the decision, officers progressed in accordance with HR and legal processes. On completion the member of staff retired from CYC on 16 March 2020.
7. It was expected that a proposal to restructure would be presented to the committee soon after, however due to Covid this was delayed, explaining the time lapse between the agreement for early retirement and a completed structure.
8. SMU requested that the LGA carry out research, the report can be found in Annex B.
9. In addition the Head of HR has carried out consultation meetings with 35 (chief officers/partners/stakeholders) and elected members in July and August 2020. The full list of those consulted can be found in Annex A.
10. SMU made the decision to allow the early retirement of a member of CMT in February 2020 with the agreement that savings of £81k be made annually.
11. The council is required by law to dedicate Head of Paid Service to one of its officers. There is no legal requirement to have a Chief Executive.
12. The Head of Paid Service role will also act as Returning Officer for the Council.
13. The statutory duties of a Head of Paid service as described in the Local Government & Housing Act 1989 are described below:

(2)It shall be the duty of the head of a relevant authority's paid service, where he considers it appropriate to do so in respect of any proposals of his with respect to any of the matters specified in subsection (3) below, to prepare a report to the authority setting out his proposals.

(3)Those matters are—

- | |
|--|
| <ul style="list-style-type: none">(a) the manner in which the discharge by the authority of their different functions is co-ordinated;(b) the number and grades of staff required by the authority for the discharge of their functions;(c) the organisation of the authority's staff; and(d) The appointment and proper management of the authority's staff. |
|--|

Economic Climate

14. It should be noted, and has been throughout the consultation, that the economic climate has changed since the initial discussions regarding a restructure. The impact of Covid, which will not be eradicated any time soon, has had a significant impact on the council and specifically the leadership required to deliver the recovery and ensure the city can economically thrive again. This alongside maintaining the delivery of statutory services. New budgetary pressures now face the council as a direct result of Covid, demanding strong leadership.
15. The potential for a devolution deal with Government was already known at that time, although the parameters have changed since. The submission of a York and North Yorkshire proposal is underway, which, if progressed, will create new sub-regional arrangements through an elected Mayor and Combined Authority.
16. The combination of recovery from Covid, changes associated with Brexit, delivery of large infrastructure projects such as York Central, the possibility of a Central Government presence in York, and addressing long term challenges such as Climate Change suggests the next five years will require extremely clear and strong leadership from the council.

Consultation

17. The individuals and groups who have been consulted with are categorised into four main groups:
 - a. Elected Members;
 - b. Key stakeholders, partners and business leaders from across City of York;
 - c. Officers directly affected; and
 - d. Trade Unions.
18. The key issues raised during this consultation are listed in Annex A.

19. As with any consultation individuals have differing views and ideas, often stemming from competing priorities and different agendas. However the consultation exercise has been beneficial in allowing an insight into the expectations of key stakeholders and business leaders across the city, as well as staff and elected members on this most senior officer role within the council.
20. It was agreed with those consulted across the business leaders and key stakeholders group as well as officer base that consultation would be confidential and there would be no comments attributed to any one individual.
21. Elected members contribution has been included in the table at Annex A, this has been summarised to identify the main points.
22. It is difficult to provide an overall summary of the consultation and therefore it is important that members of the committee read Annex A in full.

Local Government Association (LGA) research

23. SMU committee asked in June that the LGA be engaged to carry out some research on senior structures across Local Authorities. The report from the LGA is attached at Annex B along with Appendixes relevant to their report. Committee members are asked to read this report in full as it provides the background to this report and the options upon which an analysis is provided.
24. With regards to the reference in the LGA report to the Director of Public Health and their reporting line, this does not make a material difference to the proposed structures. At CYC whilst the Director of Public Health currently reports through the Director of HHASC they are an active member of CMT and have a direct line to the Head of Paid Service on a daily basis. It is recommended that the Head of Paid Service, when in post recommends, the appropriate reporting line.

Financial Parameters

25. The financial parameters remain unchanged, the report in June 2020 identified the requirement for any proposed structure to save £81,000 per annum.

26. This savings will offset the cost for the early retirement that was agreed (five year pension strain paid to the NY pension fund) and the additional savings required to be delivered from the previous structure agreed in December 2018.
27. Feedback during the consultation has questioned whether the savings can be found from elsewhere across the councils' budget and if it has to be from the CMT structure.
28. At this point in time, Officers are unable to identify any other area where £81k can be identified and as such to ensure the decision to retire was legitimate the savings must be made from this area.
29. The budget for the current structure including the vacant Chief Executive post is £989k. This excludes on costs. Any proposed structure therefore needs to cost £908k or less.
30. Please note that these costs are on 2019/2020 pay spines. The process of agreeing 2020 national pay award is yet to be agreed. If and when it is, it will be backdated to April 2020, therefore the overall cost will increase in line with the pay award agreed.

Human Resource

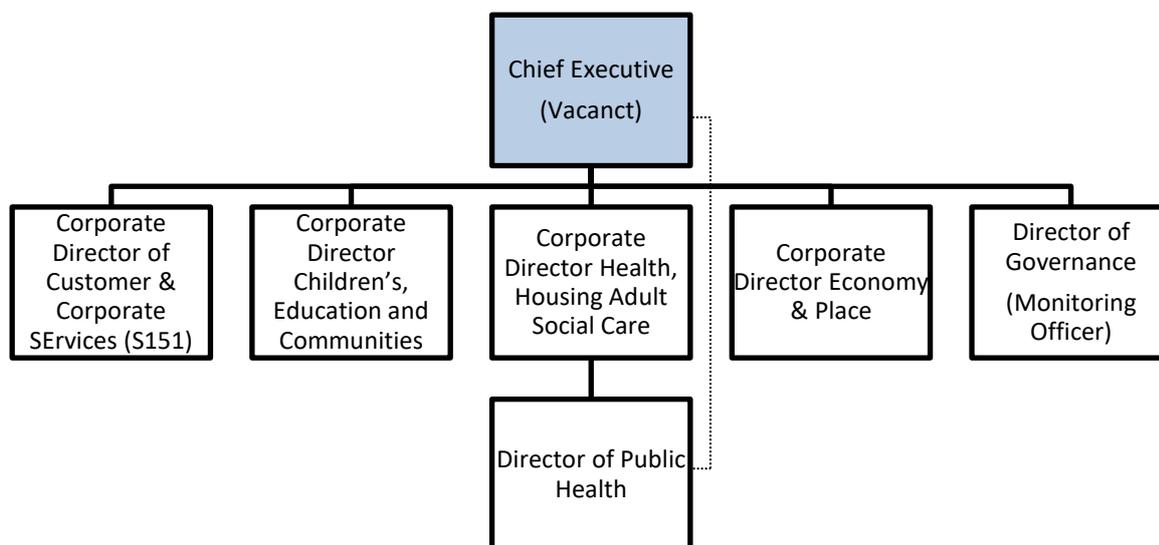
31. Any restructure will be carried out in accordance with the council's change management processes.
32. Once a preferred structure is agreed by the committee, it will then be possible to identify the implications for staff in line with procedure. Some of these potential implications are outlined in the options analysis below.
33. As this role will affect statutory positions, such as Head of Paid Service and Section 151 officer, and the roles are Chief Officers, SMU in conducting its recruitment functions must establish a Chief Officer appointment sub-committees of no less than three elected Members including at least one Member of the Executive. This is a recommendation of this report.
34. In addition full council will need to approve the appointment of the Head of Paid Service and note the appointment of a section 151 officer.

35. For information the Chief Officer Pay structure is shown below, please note these are April 2019 figures and subject to a national pay award.

Job Titles	Level	Salary April 19	Job Titles	Level	Salary April19
Chief Executive	7	£153,891	Directors	4	£97,149
	6	£149,911		3	£93,864
	5	£147,921		2	£90,690
	4	£145,931		1	£87,623
	3	£143,940			
	2	£141,951			
	1	£137,971			
Corporate Directors	4	£109,068	Assistant Directors	4	£79,459
	3	£105,570		3	£76,592
	2	£102,204		2	£74,060
	1	£98,940		1	£71,521

Current Structure

36. The structure agreed in December 2018 was never fully implemented due to the difficulty in recruiting to the Director of Governance role and the long term absence of the Chief Executive. All of which has been reported through SMU committee at the appropriate time.
37. Therefore the current substantive contractual structure is shown below, including the vacant Chief Executive position. It is from this structure that the savings need to be made.



38. During consultation it was raised that the distribution of portfolios and capacity at Assistant Director and Head of Service level needs to be given some consideration. It is therefore recommended that once the Head of Paid Service is in post that they, along with Corporate Management Team, carry out this review immediately and report to SMU committee. This review must also consider the distribution and line management of corporate services.
39. Within the report in June 2020 the nominal role of Deputy to the Head of Paid Service was highlighted. This was generally supported within the consultation, and it is recommended that the Head of Paid Service review this requirement and identify the process for identification of a Deputy providing a report back to SMU, as above.

Options and Analysis on proposed structure

40. Using the research provided by the LGA in Annex B, the following analysis takes each of those options and provides further information in the context of City of York and the parameters within which the committee need to make a decision.
41. The parameters have been identified within the background section above and include financial constraints, the economic impact at present and the HR implications on current staff.

Option 1: Head of Paid Service Model

42. From the LGA report this model allows for one of the Corporate Directors to take on the Head of Paid Service duties.
43. In CYC context this would save the current vacant Chief Executive position, annual Salary of £144k per annum, however there would need to be consideration given to an additional allowance paid to the Corporate Director selected to take on the Head of Paid Service duties (shown in paragraph 13) and consider what other duties would need to be amalgamated into the Corporate Director roles.
44. Costs for these have been estimated on a £12k allowance for the Head of Paid Service and an additional £5k for duties on the Corporate Directors. However it is recommended that if this option is to progress that market data is obtained to confirm an appropriate allowance.
45. The current structure as shown in paragraph 37 would be used. The role profiles as they exist now for all four Corporate Directors are shown in Appendix C. The additional duties as required by law for Head of Paid Service would be added to one role. These are shown in paragraph 13.
46. The process required to get to this model, in summary would require consultation with all four Corporate Directors, along with re-drafted role profiles. A Chief Officers Appointment sub-committee would be established as a recommendation by Staffing Matters and Urgency. The Corporate Directors would be invited to apply for the additional Head of Paid Service duties and an interview process would be carried out.
47. Approval would need to be sought from full council to the appointment of the Head of Paid Service.
48. If the Corporate Director of Customer and Corporate Services was successful then the allocation of section 151 duties would need to be realigned. In this instance it is recommended that a new Assistant Director post is established, in the form of a Chief Finance

Officer and is established through the deletion of a Finance Manger post.

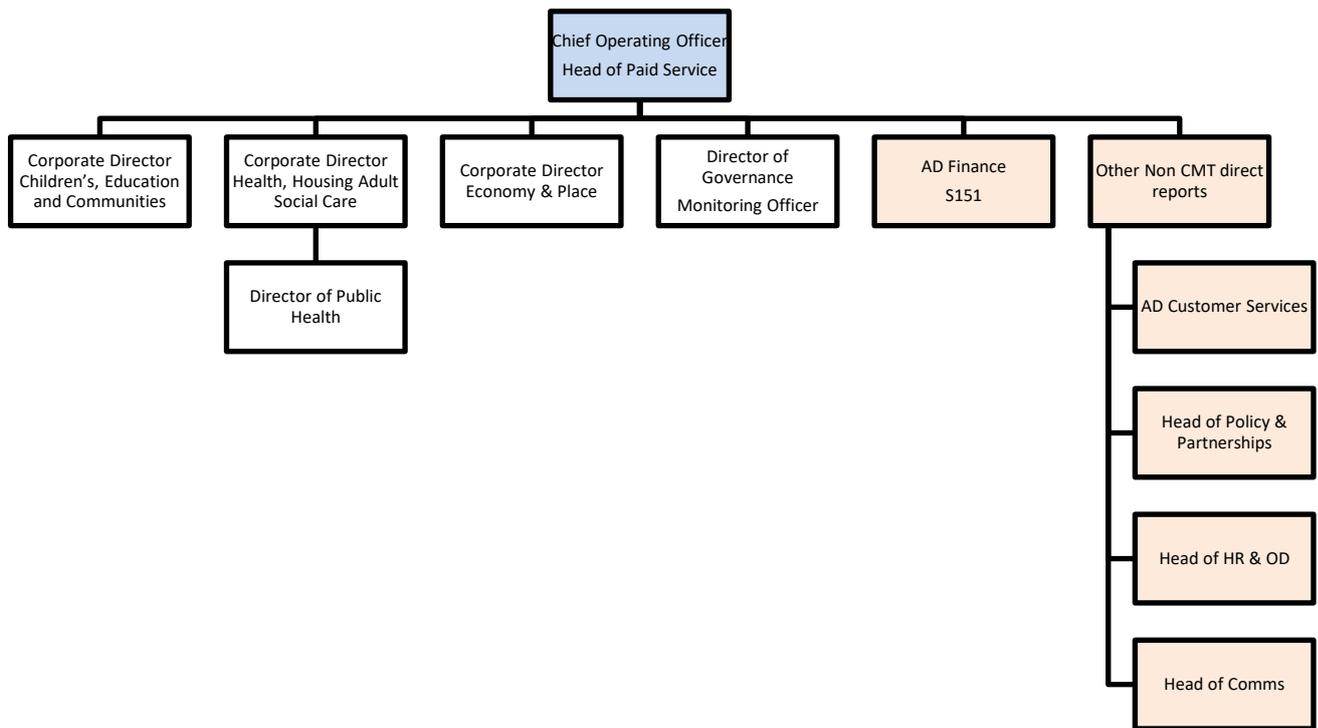
49. The Chief Finance Officer (AD) would take on the Section 151 duties and line management of Finance and Procurement department. A draft role profile is attached in Annex D. This role would also be included in the recommended review of the distribution of portfolios and capacity at Assistant Director and Head of Service level as described in paragraph 38.
50. Staff directly affected by this proposal, the three Finance Managers would be directly consulted and if the proposal was agreed, the necessary HR processes would be followed, with the overriding principle of mitigating compulsory redundancy.
51. Financial impact of this proposal (excluding on costs):

Role	Saving	Cost
CEX	£144k	
Hof P Service allowance		£12k
Allowance for CD additional responsibilities £5k x3		£15k
Finance Manager	£56k	
AD Finance		£72k
Total	£200k	£99k

52. From the above financial analysis there will be a saving of circa £101k, which is above the required £81k per annum. The additional savings to be then considered by the Head of Paid Service in the review of AD and Head of service capacity.

Option 2: Chief Operating Officer (COO) Model

53. From the LGA report this model creates a stand-alone senior role designated as HoPS and responsible for the line management of other senior managers and directors. The role often has a greater focus on operational delivery and service coordination as opposed to strategic management or the ambassadorial role often undertaken by the typical chief executive role.



54. Within CYC context the active involvement and strategic direction of the Executive body and the collegiate way in which the Executive and Corporate Directors work would enable this model to work within CYC.
55. A draft role profile for Chief Operating Officer is attached at Annex E. Please note that at Chief Officer level, the job descriptions are generic. Through consultation the job description may change and would require the approval of the Chief Officer Appointments Sub Committee.
56. Whilst there are a large number of Direct reports in this model as recommended in paragraph 38, once the Head of Paid Service is in post, SMU should receive a report to outline recommendations as to the management structure across the rest of the Chief Officers and Heads of Service.
57. It would be proposed to map the COO role to a salary band as the first four points of the Chief Executive band. Therefore, over time an additional saving to the authority as progression is capped at four spinal points.

Job Titles	Level	Salary April 19
Chief Executive	7	£153,891
	6	£149,911
	5	£147,921
	4	£145,931
	3	£143,940
	2	£141,951
	1	£137,971
Chief Operating Officer	4	£145,931
	3	£143,940
	2	£141,951
	1	£137,971
Corporate Directors	4	£109,068
	3	£105,570
	2	£102,204
	1	£98,940

58. From the current structure in paragraph 37, and to ensure that the savings are met, the post of CEX and Corporate Director of Customer and Corporate Services roles would be deleted. In its place would be a Chief Operating Officer with HofPS responsibilities.
59. The process required to get to this model, in summary would require consultation with the Director of Customer and Corporate Services, with the new role profile. The post holder is effectively at risk of redundancy and therefore the HR processes within CYC would be followed. This commits the organisation to mitigate any risk of redundancy. The Chief Officer Appointments sub-committee would be established as a recommendation by Staffing Matters and Urgency and they would complete the process.
60. Full council will be informed of the structure, process and recommended appointee to Head of Paid Service, full council would need to approve the appointment of the statutory duties.

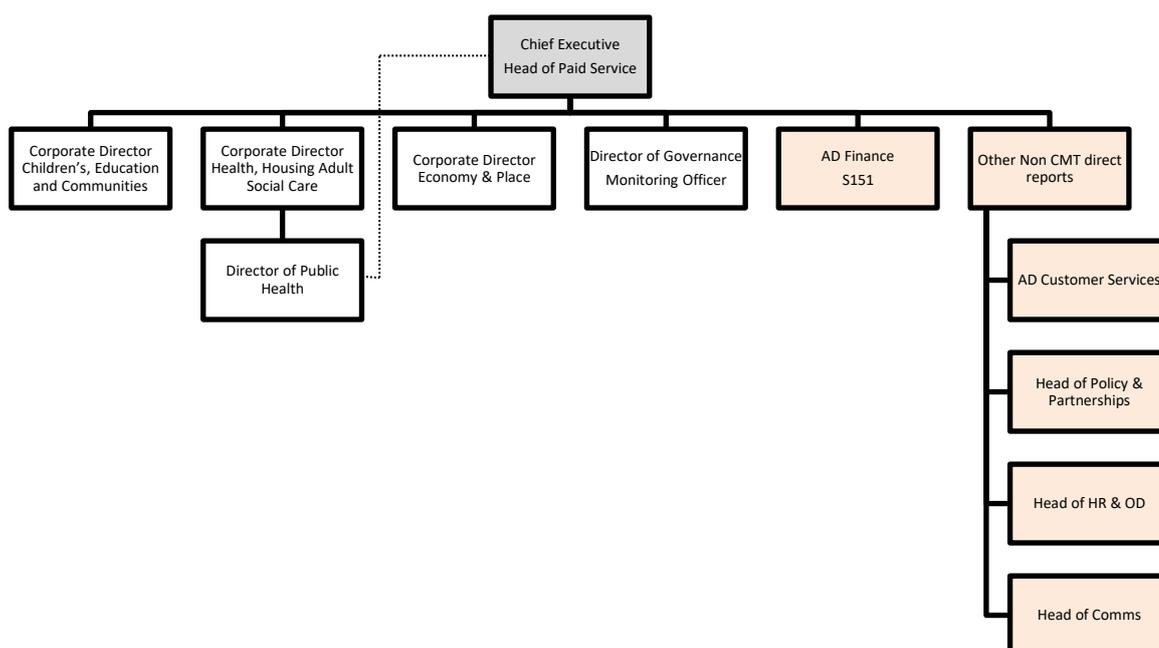
61. If the Corporate Director of Customer and Corporate Services was successful in the Chief operating officer role, then the allocation of section 151 duties would need to be realigned.
62. In this instance it is recommended that a new Assistant Director post is established, in the form of a Chief Finance Officer and is established through the deletion of a Finance Manger post.
63. The Chief Finance Officer (AD) would take on the Section 151 duties and line management of Finance and Procurement department. A draft role profile is attached in Annex D. This role would also be included in the recommended review of the distribution of portfolios and capacity at Assistant Director and Head of Service level as described in paragraph 38.
64. Staff directly affected by this proposal, the three Finance Managers would be directly consulted and if the proposal was agreed, the necessary HR processes would be followed, with the overriding principle of mitigating compulsory redundancy.
65. Financial impact of this proposal (excluding on costs):

Role	Saving	Cost
CEX	£144k	
Corporate Director Customer & Corporate Services	£109k	
Chief Operating Officer		£142k
Finance Manager	£56k	
AD Finance		£72k
Total	£309	£214

66. From the above financial analysis there will be a saving of circa £95k, which is above the required £81k per annum. The additional savings to be then considered by the Head of Paid Service in the review of AD and Head of service capacity.

Option 3: Traditional Stand-alone Chief Executive

67. This is the most common structure used by Councils and reflects the position City of York has been in previously.



68. The council approved the early retirement of the post holder and savings are required, therefore the authority is unable to replace like for like, as another post within the CMT structure must be deleted to allow the savings to be achieved. To avoid incurring additional costs, the authority would need to amalgamate the post of CEX and Corporate Director of Customer and Corporate Services. The draft job description is attached at Annex F. Please note at CYC job descriptions are generic at this Chief Officer level. Through consultation the job description may change and would be approved by the Chief Officer Appointments Sub Committee.
69. The Chief Officer Appointments Sub Committee should also consider the pay scale for the CEX position. Whilst it currently has seven increments, the subcommittee should consider if that is still suitable and whether if by capping the pay band (to five increments) the council can still appoint a suitable candidate. By capping the pay band the ongoing costs over time will be reduced and in the context of constraints across the public sector this would provide future savings.

70. This post is different as described within the LGA report, from the COO role as described in option 2, however the impact on the staff is likely to be the same.
71. The process required to implement this model, in summary would require consultation with the Director of Customer and Corporate Services, with the new role profile. The post holder is effectively at risk of redundancy and therefore the HR processes within CYC would be followed. This commits the organisation to mitigate any risk of redundancy. The Chief Officer Appointments sub-committee would be established as a recommendation by Staffing Matters and Urgency and they would complete the process.
72. Full council will be informed of the structure, process and recommended appointee to Head of Paid Service, full council would need to approve the appointment of the statutory duties.
73. If the Corporate Director of Customer and Corporate Services was successful in the Chief operating officer role, then the allocation of section 151 duties would need to be realigned.
74. In this instance it is recommended that a new Assistant Director post is established, in the form of a Chief Finance Officer and is established through the deletion of a Finance Manger post.
75. The Chief Finance Officer (AD) would take on the Section 151 duties and line management of Finance and Procurement department. A draft role profile is attached in Annex D. This role would also be included in the recommended review of the distribution of portfolios and capacity at Assistant Director and Head of Service level as described in paragraph 38.
76. Staff directly affected by this proposal, the three Finance Managers would be directly consulted and if the proposal was agreed, the necessary HR processes would be followed, with the overriding principle of mitigating compulsory redundancy.

77. Financial impact of this proposal (excluding on costs):

Role	Saving	Cost
CEX (already in budget so no change)		
Cor Dir Customer & Corporate Services	£109k	
Finance Manager	£56k	
AD Finance		£72k
Total	£165k	£72k

78. From the above financial analysis there will be a saving of circa £93k per annum, which is above the required £81k per annum. The additional savings to be then considered by the Head of Paid Service in the review of AD and Head of service capacity.

Option 4: Shared Chief Executive

79. This option would enable the authority to save, however without knowing which authority and the costs to buy into a shared Chief Executive arrangement the identification of savings cannot be guaranteed at this time.

80. To achieve this structure the authority would need to commence discussions with local authorities who would be willing to embark on a shared Chief Executive arrangement. It is anticipated that this will take some time.

Budget

81. Finance have considered the proposed structures and have confirmed the figures within the paper.

82. Efficiency savings of £81k per annum is required through any proposed structure. Any additional savings made should be then considered by the Head of Paid service in their review of Assistant Directors and Head of Service Capacity.

Consultation

83. Full consultation has been carried out with those listed in annex A.

84. Once Staffing Matters and Urgency has considered the contents of the paper and decided on its approach, then formal consultation with affected staff can be carried out following necessary HR processes followed.
85. CMT, Heads of Finance and Trade unions are aware of this paper and the need for formal consultation after the agreed way forward.

Council Plan

86. Restructuring will contribute to delivering the Council Plan and its priorities, enabling the Council to remain proactive and fit for purpose for the future.

Implications

Financial

87. The proposed options all provide savings greater than the required £81k target in order to meet current budget requirements.

Human Resources (HR)

88. There are a number of HR implications and any restructure will be carried out in accordance with the Council's HR change management procedures.

Equalities

89. There are no equalities implications at this time, however, the Council needs to have due regards to the public sector equality duty, which will be kept under review.

Legal

90. The Council must ensure that its employment policies and procedures are followed so as to avoid any future legal challenge.
91. The appointment of a Head of Paid Service must be approved by Full Council.

Crime and Disorder, Information Technology and Property

92. There are no identified implications.

Risk Management

93. This is a key area of the Council and integrated into the members, along with active public involvement. There will be public interest and we have to ensure the confidentiality of staff involved in the restructure is maintained even to the pressure of outside parties.

Recommendations

94. SMU are recommended:

- i) To consider options put forward by the LGA and the analysis completed within this report on the impact within CYC.
- ii) To agree a preferred structure for the Head of Paid Service and to progress. Where that may affect the Section 151 role then this should be addressed at the same time.
- iii) To establish an appointments sub-committee.
- iv) To complete the process in line with HR policies, employment legislation and the constitution.
- v) Subject to HR policy and the outcome of the Chief Officer Appointment sub-committee the Chair of SMU to report to Full Council the appointment of the Head of Paid Service and seek approval.
- vi) To agree that the Head of Paid service, once appointed, will consider the Chief Officer structure for the council and report back to Staffing Matters and Urgency by November 2020. This includes the reporting line of the Director of Public Health.

Reason: To allow efficiencies to be made across the CMT structure.

Author:

Trudy Forster
Head of HR
Human Resources
Ext 01904 553984

Report √ **Date** 12/8/2020

Approved

Specialist Implications Officer(s):

Janie Berry – Director of Governance and Monitoring Officer

Debbie Mitchell – Corporate Finance & Commercial Procurement
Manager

Patrick Looker – Finance Manager

Wards Affected:

All √

For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Consultation Notes

Annex B – LGA Report and Appendices

Annex C – Current Role Profiles Corporate Directors

Annex D – Draft Role Profile Chief Finance Officer (AD) (Section 151)

Annex E – Draft Role Profile Chief Operating Officer

Annex F – Draft Role Profile CEX

Abbreviations

CMT – Corporate Management Team

COO - Chief Operating Officer

CYC- City of York Council

FTE - Full time equivalent

HR - Human Resources

LGA – Local Government Association

OD – Organisational Development

SMU – Staffing Matters and Urgency Committee

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Consultation on CMT Structure July – August 2020

Consultation took place primarily through digital platforms or by telephone. Some elected members and trade unions chose to submit written feedback.

Elected Members	
Lib Dem Group	
Labour Group	
Green Group	
Conservatives	
Independents	Cllr. D Carr; Cllr, J Galvin; Cllr, M Waters provided written feedback

Key stakeholders, Partners and Business Leaders	
Phil Mettam	NHS Vale of York Clinical Commissioning Group
Charlie Jeffery	Vice Chancellor York University
Lee Probert	Principle York College
Simon Morrirt	CEX NHS York
Alison Semmence	CEX York CVS
Lt Col Balfour	Army
Andrew Digwood	York Chamber of Commerce President
Lisa Winward	NY Police
Karen Bryan	Vice Chancellor York St John
Carolyn Frank	Federation of Small Businesses, Development Manager North Yorkshire
Andrew Lawson	Executive Director York Business Improvement District
Greg Dyke	Make It York
Andrew Blades	Fire and Rescue
Officers directly affected	
Members of CMT	Interim Head of Paid Service Corporate Directors for CEC, HHASC and EAP Director of Public Health Director of Governance Interim Section 151 Officer
Corporate Leadership Group	All Assistant Directors (9) Finance Managers (2) Head of Service Policy & Partnerships Head of Communications
Trade Unions	
Unison	Andrea Dudding
GMB	Mandy Swithenbank

Feedback – Key Issues/Themes

Elected Members
<ul style="list-style-type: none"> ➤ The Cex job title holds authority and feel the post should continue with that title. Do not believe Chief Operating Officer has the same level of autonomy. ➤ Could expand the Chief Executive role to include more policy and customer service. ➤ Feel there should be a review of Assistant Directors and the remit they cover. ➤ The Head of Paid Service role needs to manage the member relationship ➤ The present economic circumstance may dictate the way ahead ➤ The authority needs a strong visible CEX to take on as much as possible of the business of the authority. ➤ Needs a strong CEX to work in the political climate at York ➤ Finance role not to be Assistant Director ➤ Accept that the savings need to be made ➤ Reflect the current climate re Covid and devolution / LG reform ➤ Need to be mindful not to set up the council to be in a worse position due to current conditions ➤ Too many direct reports ➤ Can savings be made in numbers of Executive members, for the Executive to also lead by example ➤ Importance of both an inward and outward facing Chief Executive, one that works collaboratively with the council's partners to meet and tackle the challenges the city faces, and appoint a Chief Executive in a competitive internal and external recruitment process to get the best individual for the role. ➤ On the options presented so far, oppose both as we believe they would weaken the organisation's effectiveness both inside and outside the council. ➤ Establish recruitment for a stand-alone position of Head of Paid Service and Chief Executive as currently exists. ➤ Unfortunately both existing options (as illustrated in paper to SMU June 2020) close the council down to the sort of partnership working that is essential at any time to address the challenges York faces, and never more so than in the years ahead as we move out of the Covid 19 pandemic and seek to address the fast developing shock to the local economy. ➤ We believe that having strong officer leadership in the form of a Chief Executive, with a responsibility that extends beyond the four walls of West Offices, is essential to understand the role the council plays in serving residents and businesses in this city, and which enables the council to act to meet the needs of those it should be serving.
Partners, key stakeholder
<ul style="list-style-type: none"> ➤ This is topical between business leaders ➤ Needs officer leadership and a consistent message to come from the Council ➤ Needs consistency in the CEX role which has not been therefore some time ➤ Takes time to build relationships with partners

- Needs a strong leader in the position of HoPS
- Business community keen to see CEX being replaced
- The lead role is to drive the vision, own the strategy, knock down doors and lead from the front
- There is a need to consider the pressures of a 4 yearly political cycle
- Strong person to lead
- Importance on projects and role to ensure that the projects do not become political footballs – the CEX role to keep that vision
- The Leader of the Council and CEX should be seen side by side. This relationship is crucial and personalities matter
- Charismatic leader, confident to lead the paid services
- Often the council is seen to be insular ‘within these walls’.
- Visible Officer Leadership is missing
- Need more joint working across partners of the City
- Leadership, visibility and strategic impact is required from the role of HofPS
- CEX role to look across all partners and see the bigger picture
- A paid staff member needs to be in place to protect the staff from the political pressures
- Key strategic direction required that goes passed the political timetables
- CEX role needs to understand the voluntary section and work across the Place Based Improvement Board
- Get the best person for the job. Bring in someone new
- CEX at the helm to lead
- A COO role would be more commercially focused which would be beneficial
- Residents and Businesses are both and should not be seen as separate

Officer Feedback

- Speed to get a structure in place, need the stability through a permanent Head of Paid service in which ever role Get on with it
- How will the rotation of the Deputy role actually work in practice? The impact on capacity of the Corporate Director being a nominal Deputy, what will that actually mean? Is 12 months too long for the rotation? Fell it should be a remunerated role. All Corporate Directors have within the Job Description deputisation for the CEX and therefore is a formal rotation required? Do need to have a clear second in command
- The title of the role not important
- Finance role should be equivalent to that of the Director of Governance
- A high number of direct reports on the Head of Paid Service role
- Opportunity to realign portfolios under AD’s in a review
- CEX is more commonly understood as a title
- Need a figurehead to effectively manage CMT
- The AD Finance role to be renamed as Chief Finance Officer
- Irrelevant what you call the job, however the perception of the role from outside the organisation is important
- Chief Operating Officer is not a familiar title in the sector
- The reduction of a post across CMT is a further reduction in this area and concern is raised that at a time of Covid, Devolution and Local government reform that there is an impact on staff
- CEX role title so it is seen as equivalent with CEX’s across the City and wider regional and national authorities

- The leader of the workforce to be outward facing and a clear link and commitment to partners
- Needs to be clear lines of sight between the CEX and the political leadership
- CEX distinctive leadership which should be longer term and stable
- Provides the voice of the council as an institution
- A city leadership role
- Too many direct reports
- To empower Assistant Directors to remove some of the decision making that goes up to CMT when not needed
- Empowerment and decision making to be at the right level
- Allow space for strategic management at the top level, therefore capacity needs to be right
- S151 role needs to be at the right level in line with CIPFA responsibilities
- Savings could be made across a wider remit rather than just CMT
- Impact on capacity within Finance department as a result of changing a Grade 12 role to AD
- Helpful to have a nominated Deputy so that in an unexpected absence then it is clear who stands up
- The structure needs to show that the Director of Public Health has a direct line to the Head of Paid service in their statutory role.
- The size of brief and roles for the Corporate Directors is massive in comparison to other authorities, other authorities have a larger span of AD's
- Option to not be too radical at this time as the Council needs stability to deliver in the current climate
- If the COO role is brought in that often has a financial background and hence the finance role can be at the AD level
- Leadership of Place
- Previous structure not fully implemented which has had a direct impact on Customer and Corporate Services

Trade Unions

- Section 151 should not be an AD role
- CCS needs a director
- Too many direct reports
- Option A as presented in the paper to SMU in June 2020 is the preferred
- Feel that the organisation needs a single lead Head of Paid Service that is a Chief Executive and has the autonomy to be that lead Officer over the entire organisation. It is times such as we are experiencing now that shows staff look to a single Chief Officer for guidance and support.
- Directors which form the Corporate Management Team all have their particular expertise, however an organisation such as ours should have that Chief Officer that does look at the organisation in a whole and represents, supports and protects the entire staff cohort and the residents of the City to ensure that the City of York Council champion any partnership working to ensure that all the needs of the City are supported.
- Feel the role of a Chief Operating Officer with a more internal focus, would not deliver the needs of the entire City.

- feel that the Statutory Function of 151 should sit at a Chief Officer level, and therefore understand the Assistant Director status of this post going forward, however that post should also have a seat at the CMT table.
- Ideally feel the Section 151 post should stay at Director level as previously indicated, however regrettably also mindful of the need to achieve the savings that have already been imposed on the Corporate Management Team.

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Review of the senior management structure at City of York Council

Introduction

City of York council is in the process of considering changes to its senior managements structure. In this context the LGA has been asked to set out options used elsewhere in local government and highlight pros and cons of each option for the council's consideration.

When reviewing the senior management team at a local authority it is important not just to replicate the status quo but to consider the need for and the design of all current posts.

It is also important to consider the context for the re organisation. For example, if the Council is subject to external factors that will significantly impact on the shape and size of the organisation, e.g. local government reorganisation or devolution then now is probably not the best time for a radical overhaul of its management team. While there is never a static state in local government a significant reorganisation of staff at any level is best undertaken when external uncertainty is at a relative minimum.

Organisations are built around people and this is specifically true at the senior management level. If the Council wishes to minimise the disruption to people and consequently reduce costs associated with recruitment and redundancy while showing loyalty to existing staff. It should ensure that roles are created that can be matched to the competencies of existing staff, and where there are skills gaps appropriate development opportunities are provided.

The process of reorganisation must start at the very top. Most local authorities employ a chief executive as their most senior manager, lead adviser to members and their head of paid service. However, in an effort to make savings and cut indirect costs a significant number of local authorities have explored alternatives to the traditional management model of a team of directors led by a stand-alone full-time chief executive. It is important to note that there is no statutory requirement for a local authority to employ a chief executive. There is a requirement, under 1 Section 4 of the Local Government & Housing Act 1989, that every local authority has the duty to designate one of their officers as its Head of Paid Service (HOPS). This is a statutory requirement, but the specification of this role is only briefly prescribed as follows;

It is the duty of the Head of Paid Service where he or she considers it appropriate to do so, to prepare a report to the authority setting out their proposals as to:

- *the manner in which the discharge by the authority of their different functions is co-ordinated;*
- *the number and grades of staff required by the authority for the discharge of their functions;*
- *the organisation of the authority's staff;*
- *the appointment and proper management of the authority's staff.*

Regulations made under the Local Government Act 2000 reinforced these duties by making the appointment of staff below chief officer level the exclusive function of the Head of Paid Service or someone nominated by him or her.

As the post is responsible for the organisation of the authority's staff a chief executive always carries this statutory designation in addition to the other accountabilities as specified by the employing authority. However, the legislation does not require a local authority to create a post of chief executive to exercise this function; as long as an officer is formally designated as HoPS they are meeting the requirements of the act.

This decision will have significant implications for the role of directors and elected members. For example, if the Council chooses to design a structure without a standalone chief executive it is likely that senior members will have to be involved to a greater degree in the strategic management of the organisation. I have set out below some alternative models with pros and cons for the Council's consideration. All of these are operated to a varying extent by other Councils in England and Wales.

Head of paid service model

Typically, in this model the post of chief executive is deleted and a 'primus inter pares' arrangement put in place, e.g. one of the existing directors is designated as the Head of paid service in addition to their existing role. This usually requires all the directors to take a greater role in strategic and corporate management and typically the postholder undertaking the statutory role will receive a salary addition. This works best when one postholder is designated rather than operate a model where the designation is rotated amongst the first-tier managers.

If either the S151 officer or Monitoring Officer is asked to undertake the role of Head of Paid service, it is good practice to ensure their current statutory role is delegated to another officer. It is important that the Council vests these protected roles in different individuals to ensure proper checks and balances are in place, as envisaged by the initial legislation, LGHA 1989, that established the role of HoPS and Monitoring Officer.

The pros are

- Saving of the Chief executive's employment costs immediately realised

- Clear message to community and workforce that the Council is critically reviewing management costs and prepared to make savings wherever possible.
- Leader able to raise their profile as the voice and ambassador for the Council- it is a model often used by local authorities with an elected mayor.
- A collegiate approach to management and leadership of the council.
- The political leadership take on more of the ambassadorial functions thus raising their profile within the community and the wider sector.

Cons

- No clear and visible leader
- Do your existing directors have the necessary competence/experience required to take this step up?
- Reduction in strategic management capacity and support for leading members.

Redcar and Cleveland MBC

In 2019 Redcar and Cleveland reviewed their senior management structure. The prime motivation for this review was to improve efficiency and generate savings for the Council. A key change arising from this review was the decision to delete the stand-alone chief executive post and move to a flatter top management team with one of the executive directors designated at the head of paid service. The head of paid service has direct line management responsibility for the resources department and coordinating responsibility for the other service areas, acting as a 'primus inter pares' at management team meetings.

I have attached the current structure *at appendix 1* of this report.

The Council was immediately able to realise savings achieved by the deletion of the Chief executive post. The deletion of this post also sends a very powerful message to the community and organisation that the Council is committed to making savings and delivering efficiency at all levels.

The deletion of the chief executive post also creates a flatter structure designed to improve the two-way flow of information from members to officers. However, this is counter balanced with a loss of strategic capacity that will require the leader and other senior members to take a more hands on role in the strategic management of the council. In addition, one problem cited by councils that have abandoned this approach is the lack of a clear and obvious leader who is ultimately responsible for the co-ordination of all the Council's services. In this structure the directors will work even more closely with their portfolio holder and if left unchecked this can lead to silo working within the organisation with departments in competition with each other to secure funding. This can be at the expense of a balanced allocation of resources driven by the overall needs of the organisation and community. If this option is

considered strategies to ensure a coordinated approach to service delivery must be put in place.

In this case an existing director picked up the additional HoPS responsibility and received an increase in salary for this addition to their duties. This postholder must have the competence and capacity to undertake this role and should be provided with any necessary development to ensure they can balance this new and expanded portfolio. This will probably require the posts reporting directly to them to manage their service areas with less managerial support and require the other executive directors to also contribute to a greater extent to the strategic management of the organisation.

Chief operating officer (COO)

This model creates a stand-alone senior role designated as HoPS and responsible for the line management of other senior managers and directors. Typically, the span of control for this post is quite wide relative to a typical chief executive. In this context the postholder has a greater focus on operational delivery and service coordination as opposed to strategic management or the ambassadorial role often undertaken by a chief executive.

This requires senior members to take more responsibility for these activities specifically the responsibility for representing the Council's interests at a local, regional and national level.

It is also important that when designing this role, the accountability and competence statements reflect the role required and do not just replicate the role profile used for a chief executive. This will help the Council to recruit an individual with the right skill set and importantly a clear understanding of what the job entails.

The advantage of a COO as opposed to the primus inter pares arrangement in the HoPS model is that there is a clear and visible manager of the Council providing a single point of accountability. The leadership and coordination provided by this post should avoid the potential for silo working identified in the HoPS model. There are also some savings as usually the COO is paid at a lower level than a stand-alone CE, greater savings are achieved if an existing directors post is also deleted.

Leicester City Council

I have attached the organisation chart, *appendix2*, for Leicester city Council who have applied this model for some years, last reviewing their structure in 2019. The structure is intended to compliment the role of the elected mayor, but it can work equally well with a traditional leader and cabinet model.

The COO, job description attached at *appendix 5*, at Leicester has 7 direct reports with two strategic directors, 3 service directors and two large head of service roles. This is a wider span than that of most traditional chief executives but is manageable due to the increased involvement by members and, in this case, the elected mayor in the strategic management of the Council.

At Leicester the post of director of resources and the CE were both deleted to create the single role of COO which was paid at a level somewhere between the two previous roles. Thus, saving a significant proportion of the previous Chief executive's employment costs.

Public health

- An interesting feature of the Leicester structure is the chief executive's direct line management responsibility for the director of public health role, DoPH. This arrangement was put in place before the global pandemic and the subsequent return to lockdown at Leicester city. However, it has undoubtedly assisted the management of this crisis with the DoPH having a direct line to the chief executive. Hopefully this will have assisted the Council's response to the crisis and given reassurance to the public that issues of public health are given the highest priority by the organisation. At the current time this seems an option worthy of consideration by all local authorities responsible for public health. It doesn't mean that the council must directly employ this postholder, they can share with another local authority, but the postholder should be a full member of the senior management team.

Traditional stand-alone chief executive

The current structure at City of York Council has the role of chief executive officer as the most senior manager and HoPS. This is the structure used by most Councils. It provides the Council with a clear point of leadership visible to both staff and members of the community served. This post holder acts as principle adviser to elected members and will typically work closely with leading members setting the strategic direction for the Council and representing the council on external bodies. The postholder will chair the senior management team and be responsible for the performance of other chief officers.

While a stand-alone chief executive is the most common starting point when councils design or review their management structure the shape of the management team reporting to this post varies considerably dependent upon the size and type of local authority.

I have set out below couple of examples representative of the spectrum of management structures found in local authorities. These range from an executive/strategic director model where a few, typically three, directors report to the chief executive. These postholders often have generic roles with the operational or service directors reporting to them. This creates a strong strategic centre able to

support elected members and ensure the delivery of fully coordinated and integrated services to the community. This model has worked well and added value in large all-purpose local authorities where service departments are very large and complex. The insertion of this layer of management ensures that strategic management and future planning get the necessary focus with challenging operational issues being resolved by service directors at the tier below.

However, it is a model that has been adopted then dropped by smaller councils as the executive director and service director responsibilities can become blurred with postholders operating in the same space creating frustration and inefficiency. It is important to note that research undertaken by Stanton Marris, leading to the Decision Making Accountability (DMA) methodology, suggests that a local authority the size of York City should have no more than six hierarchical layers from a front line operative up to the post of chief executive/COO. If there are more layers in the hierarchy at some point there will be overlap between the accountabilities of managers and their subordinates leading to inefficiency, duplication of effort, demotivation and poor communications.

Bristol City Council

The senior management team at Bristol city council comprises just three posts with responsibilities for service areas defined as shown below.

Chief Executive.

Responsible for the managerial leadership of the council and all services within the Resources directorate:

- Commercialisation, Citizens and Shareholder Liaison
- Digital Transformation
- Finance
- Legal and Democratic Services
- Policy, Strategy and Partnerships
- Workforce and Change

Executive Director of People.

Responsible for all services within the People directorate:

- Adult Social Care
- Children and Families Services
- Educational and Skills

- Public Health

Executive Director of Growth and Regeneration.

Responsible for all services within the Growth and Regeneration directorate:

- Economy of Place
- Development of Place
- Management of Place
- Housing and Landlord Services

Reporting to the executive directors and chief executive are a team of service directors responsible for the operational management of key functions e.g. education, adult social care. In this context the executive directors and chief executive oversee and coordinate a range of services but do not get involved, on a regular basis, on issues relating to operational management. The statutory responsibilities, except HoPS, sit at the service director level reinforcing the separation between the strategic role of the executive directors and the operational role of the service directors. In this context the executive directors and chief executive do not require a professional background in any of the services within their portfolio.

While this creates another hierarchical layer, this model can work well in a large council. Specifically, by reducing the time spent on operational issues by the council's most senior managers allowing them to focus on strategic management and ambassadorial functions. It works less well when the number of executive directors goes beyond three and the executive directors retain either statutory roles or operational responsibilities for a specific service area. This leads to the problem of duplication caused by blurred lines of accountability discussed above.

Blackburn with Darwen BC

At Blackburn with Darwen, a smaller unitary council, they have opted for more traditionally based functional director model. In their structure the management team, full structure at *appendix 3*, is led by a stand-alone chief executive and head of paid service with 9 direct reports as follows.

- Director of Adults & Prevention (DASS)
- Director of CS & Education (DSC)
- Director of HR, Legal & Governance
- Director of Environment & Operations

- Director of Public Health & Well-being
- Director of Finance & Customer Services
- Director of Growth & Development
- Director of Digital & Business Change
- Head of comms and engagement

This creates the same flatter structure seen in the COO model described above and in practice the role of chief executive is unlikely to be very different to this role. This reduction in hierarchical levels can enhance communication thus making the Council more responsive to change and ensure the priorities of members are cascaded down to operational staff in a timely fashion. However, the number of direct reports is likely to result in the chief executive being drawn into operational matters on a regular basis thus limiting their capacity for strategic management and ability to represent the council on external bodies. This as with the COO role will require members to be more active in this context. It also creates a large senior management team with a group of directors managing portfolios of different sizes and impact. This can make it more difficult to coordinate a council wide approach to future planning and service delivery possibly leading to silo working with chief officers defending their own services rather than acting in the interests of the Council as a corporate body.

Communications

- Interestingly, the chief executive has also retained the head of communications as a direct report. This highlights the importance of this role to the council as a corporate body and the need for the chief executive and senior elected members to be able to get quick access to the postholder to ensure messages are communicated in a timely, efficient and accurate manner.

Shared Chief executive

This is becoming an increasingly popular model amongst authorities of all types and location. I have attached a map, *appendix 4*, which shows the Councils in sharing arrangements as at 2014. Councils are entering into a shared chief executive arrangement not because of a crisis but where there are opportunities for shared working and efficiencies.

Pros

- Savings realised by sharing employment costs
- Sharing of good practice
- Identify other opportunities for shared working

- If your Council is not the employer, you can simply terminate the arrangement if the Chief executive is not performing rather than needing to dismiss etc.
- There is an established national 'shared chief executive' network for local authorities who have implemented this management model to ensure all learn from best practice and avoid potential pitfalls.

Issues/potential cons

- Political understanding and ability of Cllrs from different local authorities to work together and respect differences while building on strengths.
- Geographical proximity helps
- Clear protocols for the chief executive and members to observe to ensure all Councils party to the arrangement receive the necessary level of support, e.g. Council meetings need to be co-ordinated.
- Musty not place unreasonable demands on the Chief executive.
- What is the salary for the shared job?
- What do you do if there are two or more postholders who want the shared job, recruitment, redundancy etc.
- Vulnerable to changes in political control

Nearly all shared chief executives start to see the possibility of shared management teams and consider the implications of shared officer structures. Several the local authorities on the map at Appendix 4 have progressed to a full integration arrangement.

It is important to recognise that once you have a shared CMT it is difficult to go back to each authority appointing separate teams as they will have utilised the resulting savings. Also, that a single CMT would result in reduced management capacity, making it more difficult to implement changes or prepare for major transformational change. However, the benefits reported in addition to salary savings are; greater synergy and cooperation between Councils; commitment to making the partnership work; opportunities for further shared arrangements are identified producing further efficiency savings.

City of York Council Proposals

A report was submitted to elected members on the 3.6.2020 which sets out proposals for restructuring the senior management team at the Council. Having reviewed these options, in the light of the example structures discussed above we believe the model led by a chief operating officer is the best option for the Council at this time.

The advantages of this approach are that in addition to delivering the required savings to the organisation it could be implemented with minimal impact on existing staff. It will create a flatter structure which should improve the flow of communications and create greater clarity of job purpose thus empowering staff and improving motivation and performance.

Looking at case studies within this report and other management structures elsewhere it is important to consider the following issues.

Role of members

Elected members will be required to play a greater role in the strategic management of the Council and should be offered appropriate development to ensure they understand this role and develop the necessary competences, the LGA can help support this process.

Elected members will have to play a greater role representing the council not just publicly to the local community but on regional and national forums. Again, appropriate development should be provided to Councillors. Also, practical considerations such as the size and shape of the member support office should be reviewed

Role profiles

Careful thought should be given to the design of the roles within the new structure. For example, the COO is not a replacement chief executive. It is a different post operating at a different level requiring different competencies. In this context members and officers should work together, possibly supported by external consultants, to agree the new roles and the competencies required. In this context it should be noted that if current postholders can't demonstrate these competencies or undergo development to attain the necessary competencies there will be the costs and the employee relations impact associated with redundancies.

Recruitment to new roles

There should be a clear role profile and person specification developed for all of the new roles. This will ensure that any skills gaps are identified when/if existing postholders are slotted into new roles. It will also create an objective basis for assessment if there is competition for any new role in the structure. It should be noted that if the Council moves to this new structure there will be an impact on all senior managers even if the basic accountabilities of their role are unchanged.

Span of control

The proposed structure would require the COO to manage nine direct reports. This is at the maximum end of the recommended range for a senior manager. It can work effectively, but as recommended above the design of the new roles and the competence of postholders will be critical to its success. It will be important that all the reporting officers have significant management and technical competence in their area of responsibility ensuring the COO doesn't get regularly drawn down into operational issues at the expense of their coordinating role.

A desk top review of the proposed structure in relation to the current structure prompts the following questions.

- Has the Council considered creating another corporate director role responsible for a portfolio of internal resource functions? This could include the functions of the Director of Governance, Head of policy and partnerships and Head of HR and OD. This would reduce the number of direct reports to the COO while achieving efficiencies by grouping functions together where there is some natural synergy. There is a similar role at director level at Blackburn with Darwen.
- It is very unusual to have the manager of customer services reporting directly to the HoPS. As a large proportion of the transactional work undertaken by staff in this area will have some link to the finance function, e.g. revenues and benefits it is worth considering the creation of a role of Director of finance and customer services at a slightly higher level than the AD finance post currently proposed. There is a similar role at director level at Blackburn with Darwen.
- If the Council opts not to create another corporate director role, as suggested in the first bullet above, another option would be to broaden out the Governance role to incorporate the policy and partnerships function. The role of corporate policy and partnerships could then be graded at assistant director level. These functions often sit together in a wider corporate based department and staff in both areas should have complementary skills that could lead to greater efficiencies.

Public health

In the current climate this is a high-profile role with potential for a huge impact on the community. Most local authorities have placed this post at third tier reporting into a strategic director. However, there is a trend to change this reporting line, so the post reports direct to the HoPS, e.g. Leicester. In the long term the Council should investigate the potential to share this post with a neighbouring council thus saving costs but in the short term the Council should consider raising the profile of this role by placing it at second tier.

If this post were elevated to second tier, then amalgamation of other roles to keep the span of control at the same number or less than the nine currently proposed should be considered.

Communications

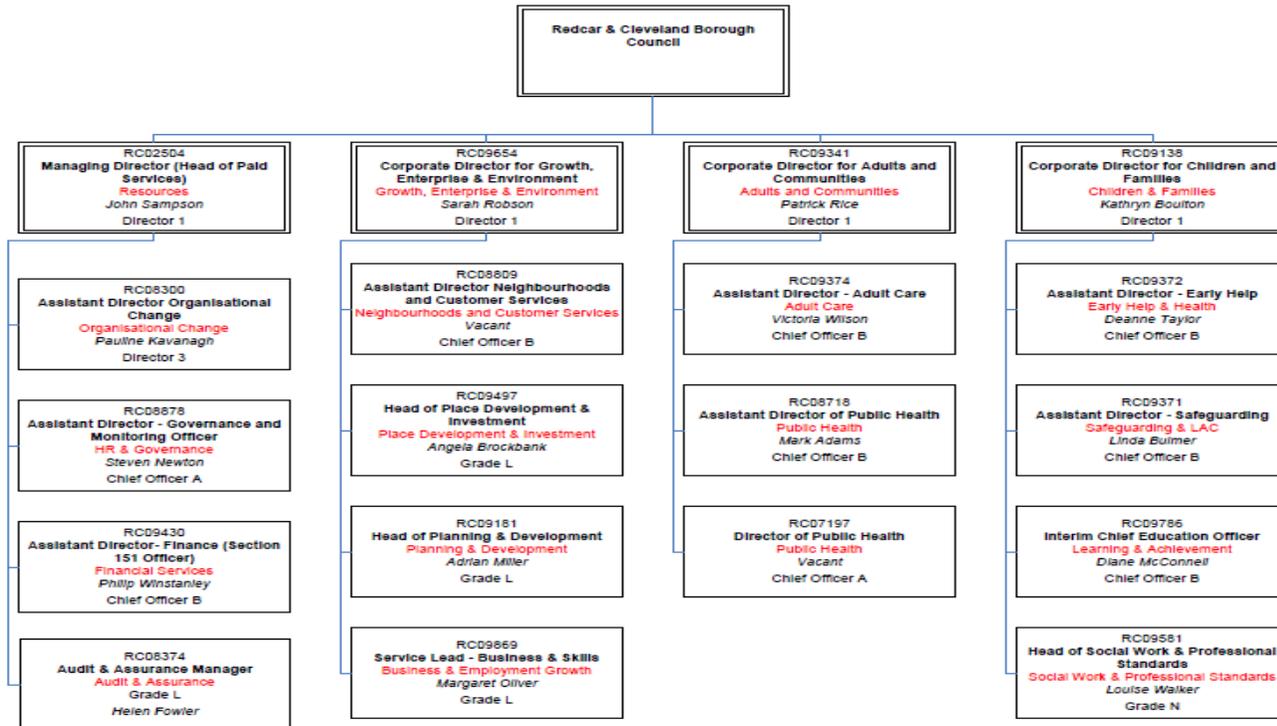
We considered recommending placing this role at third tier reporting to a corporate director or placed within a wider corporate service department to reduce the management span of the COO. However, the requirement for immediate access to this postholder, highlighted by the current health crisis, is vital for elected members and the COO. In this context we support the post remaining as Head of service at second tier within the structure.

Adam Barker

Senior adviser LGA

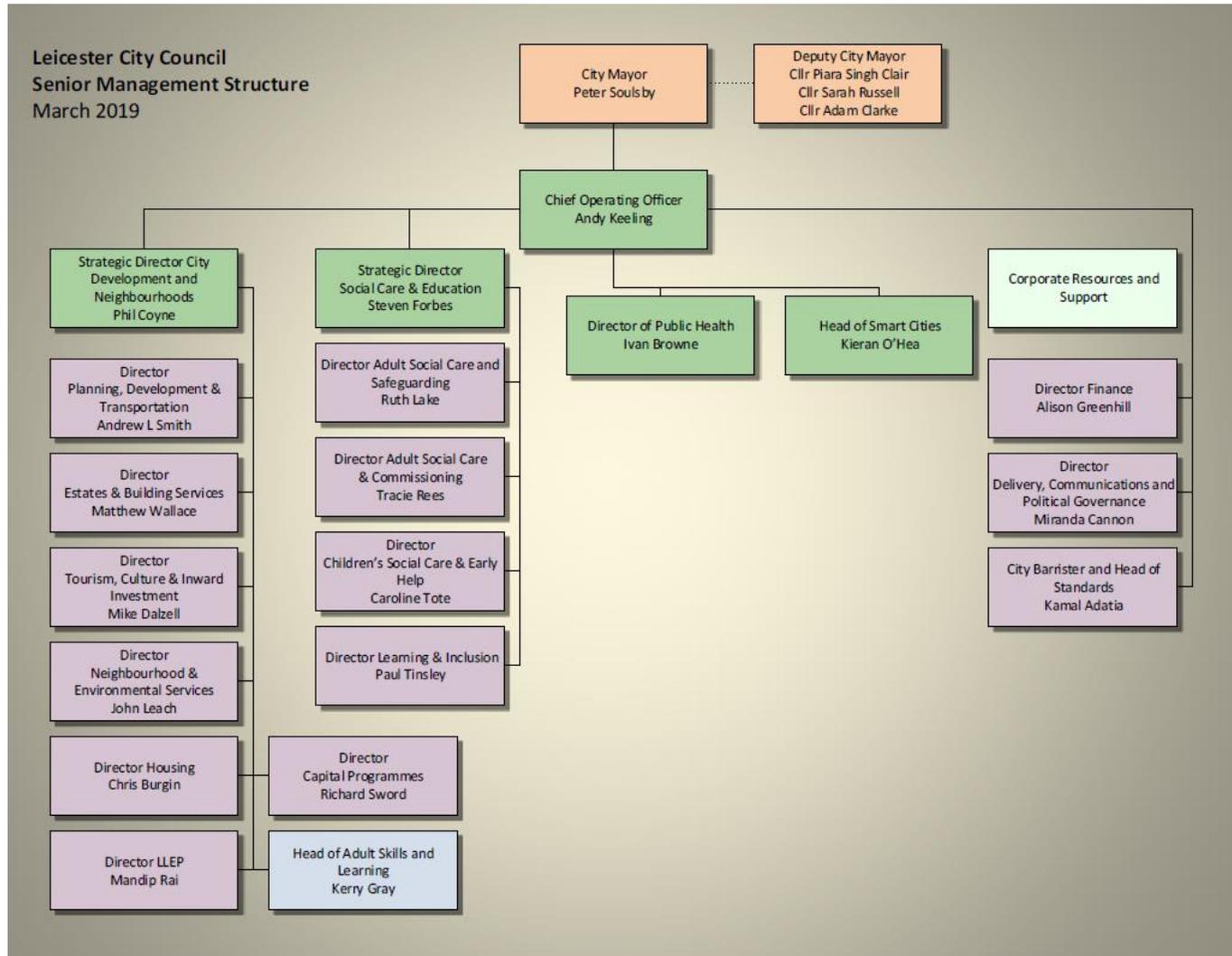
July 2020

Appendix 1



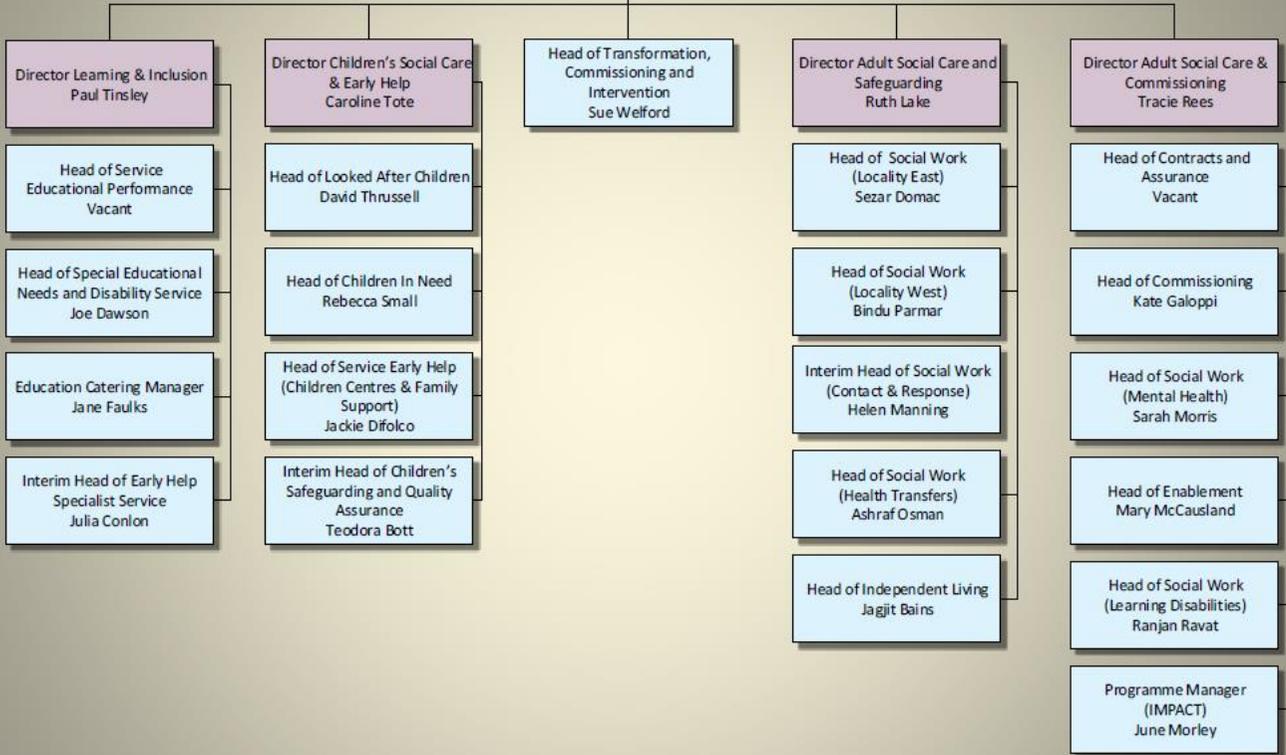
Grade	Pay band
Director 1	£ 120,000 - £ 124,999
Director 3	£ 100,000 - £ 104,999
Chief Officer A	£ 85,000 - £ 89,999
Chief Officer B	£ 80,000 - £ 84,999
Chief Officer C	£ 70,000 - £ 74,999
Grade N	£ 65,000 - £ 69,999
Grade L	£ 53,000 - £ 57,999

Appendix 2

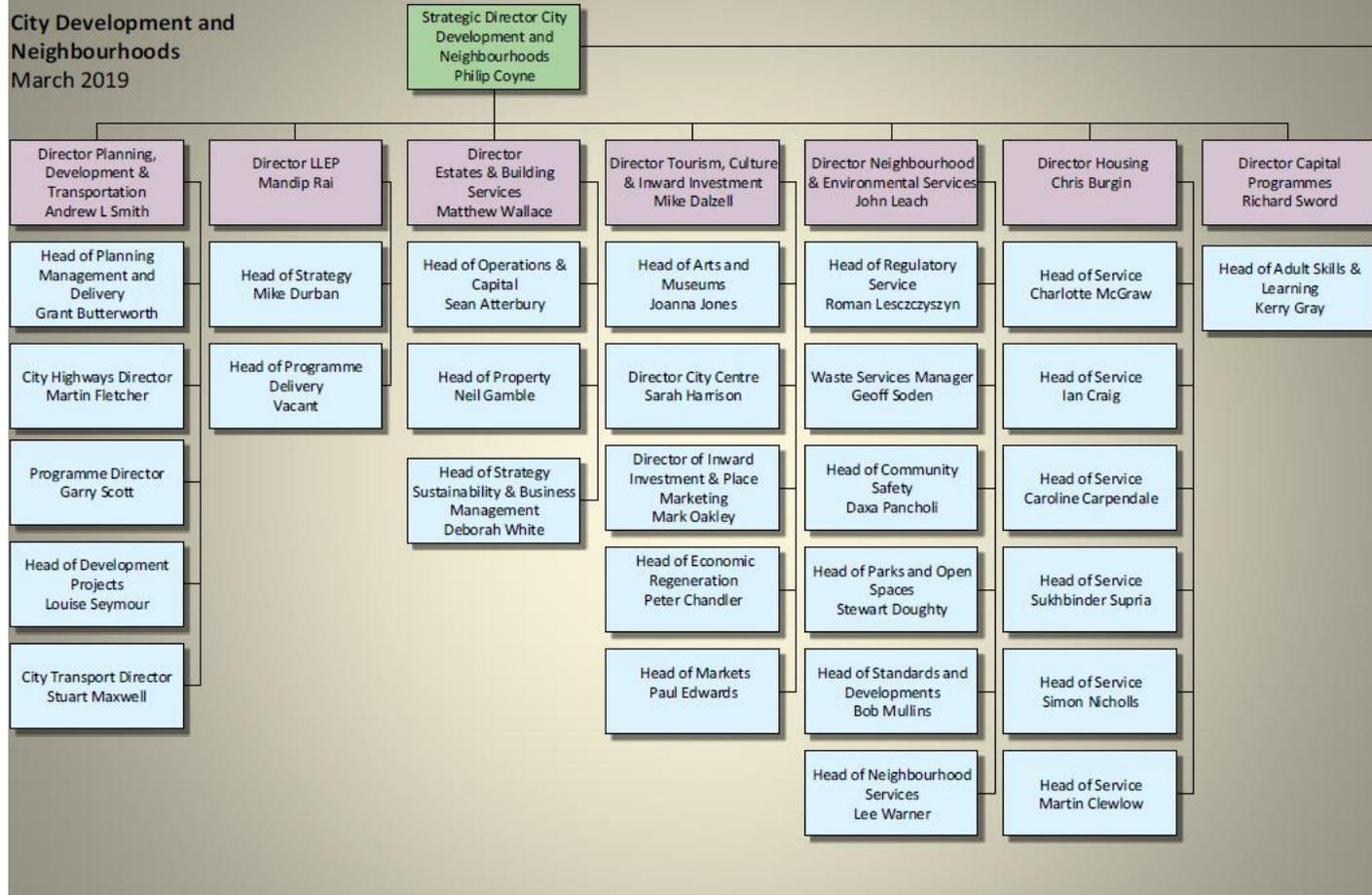


Social Care & Education
March 2019

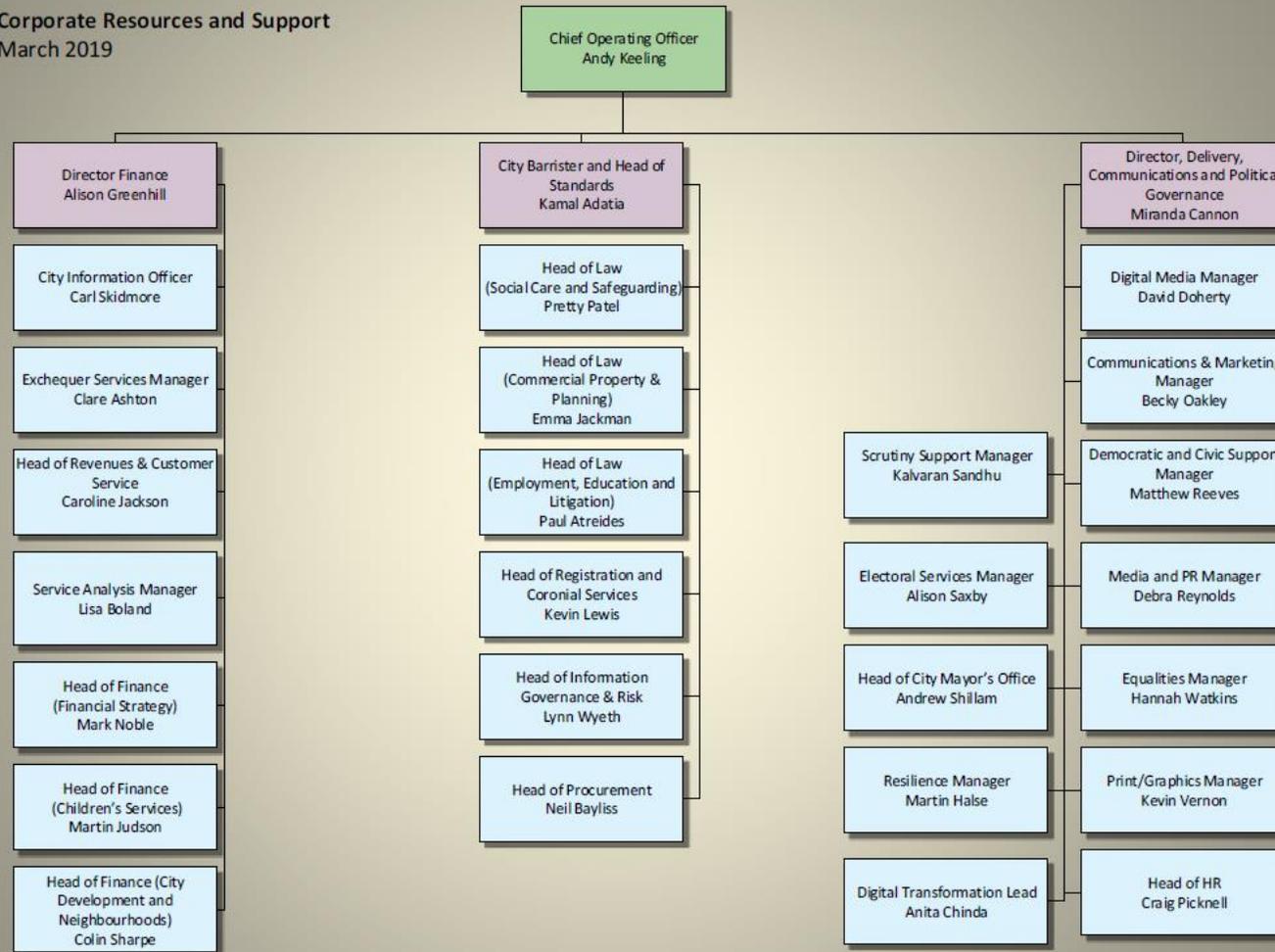
Strategic Director
Social Care & Education
Steven Forbes



City Development and Neighbourhoods
March 2019



Corporate Resources and Support
 March 2019



Public Health
March 2019



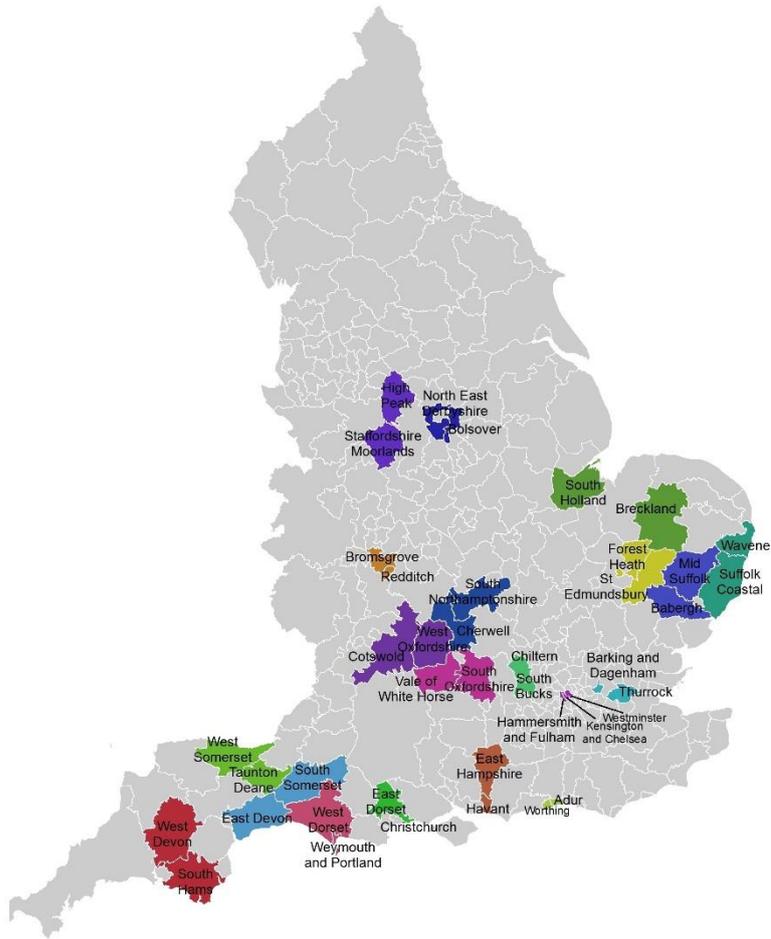
Appendix 3

Tier	Name	Job Title	Local Authority Team	Salary in 5k Brackets
1	Denise Park	Chief Executive (BWDBC)	Chief Executives	145,000 - 149,999
2	Sayed Osman	Director of Adults & Prevention (DASS)	Adults, Communities and Prevention	110,000 - 114,999
2	Jayne Ivory	Director of CS & Education (DSC)	Children's Services & Education	110,000 - 114,999
2	David Fairclough	Director of HR, Legal & Governance	HR, Legal & Governance	95,000 - 99,999
2	Martin Eden	Director of Environment & Operations	Environment & Operations	95,000 - 99,999
2	Dominic Harrison	Director of Public Health & Well-being	Public Health & Wellbeing	95,000 - 99,999
2	Marie Louise Mattinson	Director of Finance & Customer Services	Finance	95,000 - 99,999
2	Martin Kelly	Director of Growth & Development	Growth & Development	95,000 - 99,999
2	Paul Fleming	Director of Digital & Business Change	Digital & Business Change	90,000 - 94,999
3	Simon Jones	Growth Programme Director	Growth & Development	85,000 - 89,999
3	Postholder	Consultant In Public Health (Medicine)	Public Health & Wellbeing	80,000 - 84,999
3	Postholder	HOS Leisure, Health & Wellbeing	Public Health & Wellbeing	65,000 - 69,999
3	Postholder	HOS Prevention, Adult Learning & N'Hoods	Adults, Communities and Prevention	65,000 - 69,999
3	Postholder	HOS S'guarding, Comm Protec & Spec Serv	Prevention	65,000 - 69,999
3	Postholder	HOS Legal Services/Council Solicitor	HR, Legal & Governance	65,000 - 69,999
3	Postholder	Consultant In Public Health	Public Health & Wellbeing	65,000 - 69,999
3	Postholder	Head of Integration Community & Strategy	Adults, Communities and Prevention	65,000 - 69,999
3	Postholder	Strategic Head of Social Care	Children's Services & Education	60,000 - 64,999
3	Postholder	Head of Property & Projects	Growth & Development	60,000 - 64,999
3	Postholder	Head of Permanence	Children's Services & Education	60,000 - 64,999
3	Postholder	Head of Environment	Environment & Operations	55,000 - 59,999
3	Postholder	Head Of Building Control	Growth & Development	55,000 - 59,999
3	Postholder	HOS Finance (Place & Corporate)	Finance	55,000 - 59,999

3	Postholder	HOS Finance (People)	Finance	55,000 - 59,999
3	Postholder	Head of Early Help & Support	Children's Services & Education	55,000 - 59,999
3	Postholder	Head of Adolescent Services	Children's Services & Education	55,000 - 59,999
3	Postholder	Head of Governance	HR, Legal & Governance	55,000 - 59,999
3	Postholder	HOS Audit & Assurance	Finance	55,000 - 59,999
3	Postholder	HOS Revenues Benefits & Customer Service	Finance	55,000 - 59,999
3	Postholder	Head of Strategic Commissioning	Adults, Communities and Prevention	55,000 - 59,999
3	Postholder	Head of Communications & Engagement	Chief Executives	55,000 - 59,999
3	Postholder	One Public Estate Programme Manager	Growth & Development	50,000 - 54,999
3	Postholder	Head of HR Services	HR, Legal & Governance	55,000 - 59,999
3	Postholder	Head of Org Dev & Workforce Strategy	HR, Legal & Governance	50,000 - 54,999

Appendix 4

Shared chief executives (England, May 2014)



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Appendix 5 – Job Description COO

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Job Description

Post Title: Chief Operating Officer		Post Number: SLT100
		Date: May 2018
Department: Corporate Services	Responsible to: City Mayor	

Overall Purpose of this Post:

To support the City Mayor, and work with the Corporate Management Team, Council and Executive to deliver the Council's vision and strategic aims and objectives.

As Head of the Council's Paid Service to be responsible for:

- Securing the staff and other resources needed to deliver high quality, cost effective services to the people of Leicester.
- Working closely with the City Mayor and Mayoral Team to ensure those resources support the realisation of the Council's vision, policies and goals.
- Working with partners and others to realise Leicester's full potential as a City.

To lead the Corporate Services Department providing strategic direction, support, inspiration and management.

To have overall accountability and responsibility for areas of activity which by their nature require a council wide focus in planning and delivery, specifically but not exclusively covering Public Health and Smart Cities, and to be responsible for the functions and resources which support these areas.

Key responsibilities

To ensure the Council's vision, policies and goals are made a reality by providing a clear sense of direction, purpose and delivery throughout the organisation.

To develop and lead a strong, integrated Senior Management Team that operates corporately, strategically and effectively.

To promote the effective management and development of all Council staff and ensure that all staff are appropriately inspired, empowered, trained and developed.

To recognise and celebrate success.

To support the City Mayor, Mayoral Team and Senior Management Team to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the services within the portfolio of the post holder so resources are brought together in a coherent way.

To lead the management, development, performance and continuous improvement of all services within the portfolio of the post holder.

To oversee the provision and commissioning of a wide range of front line and quality services for the residents and visitors of Leicester.

To sustain accurate benefit measures and ensure benefits realisation across all departments and work of our partners to ensure that programmes of work designed to support the achievement of the strategic vision and priorities are being successfully implemented.

To provide and ensure accurate, timely and relevant advice to the City Mayor, Mayoral Team, other members and Senior Management Team as appropriate on aspects of policy and practice across all Council departments, including legislative changes and best practice/innovative approaches to improved service delivery.

To effectively engage all relevant partners and stakeholders to ensure that identified priorities and cross cutting strategic objectives are successfully achieved.

To hold overall strategic, operational, financial, managerial and professional responsibility and accountability for the portfolio of services within the corporate services department and other services falling within the remit of the post holder.

Key corporate responsibilities

To have overall accountability for the effective planning, organising, delivery and continuous improvement and efficiency of the Council, its resources and allocated budgets. Including the development and effective delivery of the Council's Budget Strategy and programme of Spending Reviews. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

To support the City Mayor, Mayoral Team and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council.

To develop and promote strong partnerships with local residents, other public agencies, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.

To support the City Mayor, Mayoral Team and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.

To be responsible for the implementation of performance management processes across the Council, and as Line Manager to be responsible for performance management and developing the capability of Strategic Directors, Divisional Directors and other senior managers.

To ensure positive internal and external communications on services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary.

To ensure, with the City Barrister & Head of Standards, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.

Actively lead, advise and contribute to the effective identification and management of risk, corporately and within the Department.

Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.

To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.

Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.

To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Restrictions

Is this a politically restricted post?

Yes

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes

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Post title: Director of City and Environmental Services

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 target CAA rating. To work in partnership with organisations across the city and beyond to deliver improved quality of life for York's residents.

Dimensions

Indicative net budget: £24, 922,000
based on figures for 2010/11

Indicative full time equivalent posts: 322.98.
Indicative headcount figure: 361.

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

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 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

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

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

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

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 deliver 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

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
- Without Walls (or WOW) - the York LSP
- 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

Director of City and Environmental Services Specific Areas of Responsibility

City Development and Sustainability

- major development projects and initiatives
- development management
- urban design
- heritage and conservation
- natural environment services
- sustainability and climate control
- building control property information

Strategic Planning and Transport

- local development planning
- local transport plan,
- quality bus partnership park and ride
- highways and network management
- public transport
- parking policy
- major infrastructure projects

Highways, Fleet and Waste

- Fleet
- highways maintenance
- waste services
- the transformation of these services



Post title:	Director of Customer and Business Support Services
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 target CAA rating. To work in partnership with organisations across the city and beyond to deliver improved quality of life for York's residents.

Dimensions

Indicative net budget £ 4,537,000 based on figures for 2010/11.

Indicative full time equivalent posts:390.09

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Indicative headcount figure: 439

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

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 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

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

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 the statutory functions associated with the financial elements of this post (e.g. S151)

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

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 deliver 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

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
- Without Walls (or WOW) - the York LSP
- 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

Director of Customer and Business Support Services – Specific Areas of Responsibility

Finance, Asset Management and Procurement incl financial management, capital and treasury, governance and risk, income collection, client role for Veritau, management of all Council land and property assets, property reviews, rationalisation and disposals, procurement

Legal, Civic, Democratic and IT incl legal, democratic, civic and ICT

Customers and Employees incl; HR Advise and support, payroll, health and safety, customer centre, benefits and face to face services

Facilities Management, School and Children's strategy and planning - the FM aspect of the role will be managed by CBSS with role post shared with ACE



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

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:

- 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.

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

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

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
- 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

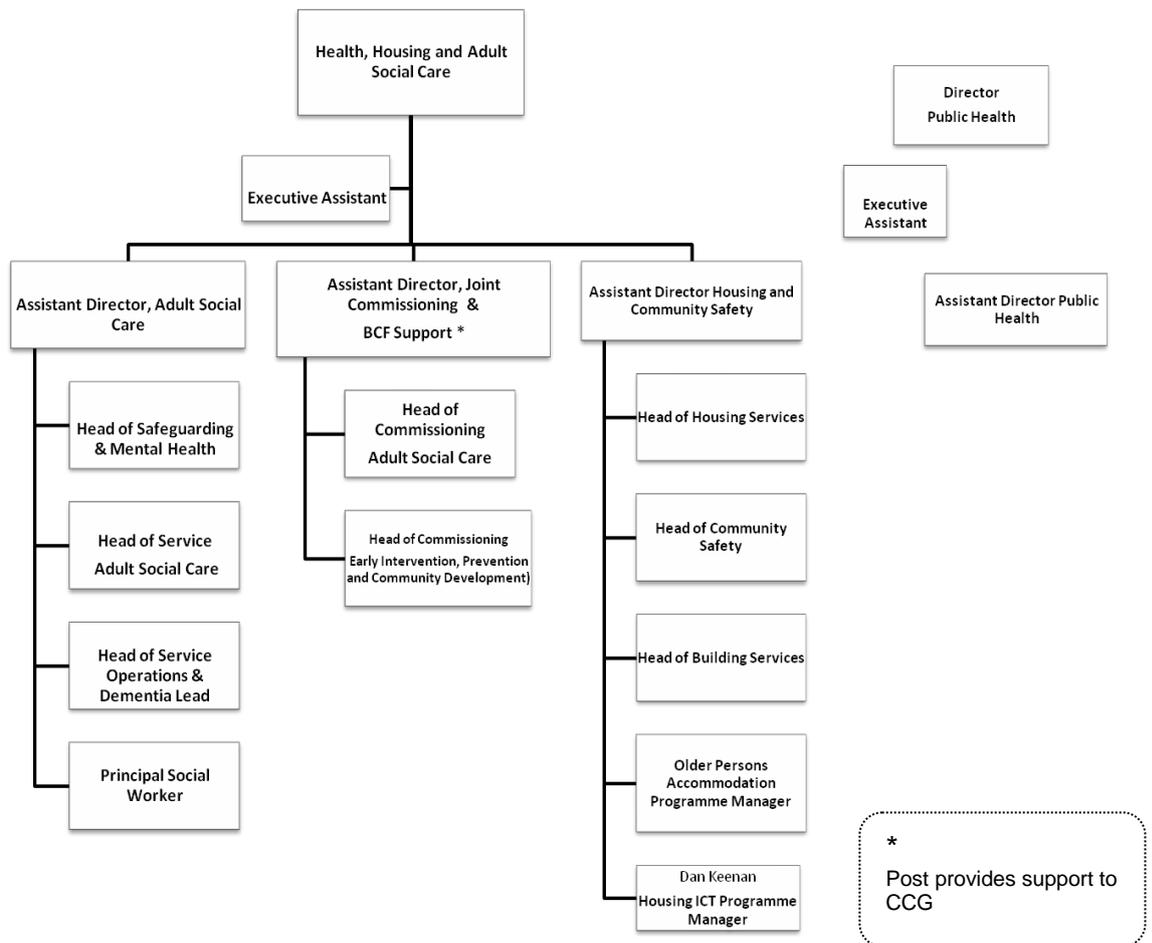
- Adult Services Commissioning and Contract management
- Early Intervention, Prevention and Community Development

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

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

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

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

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

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:

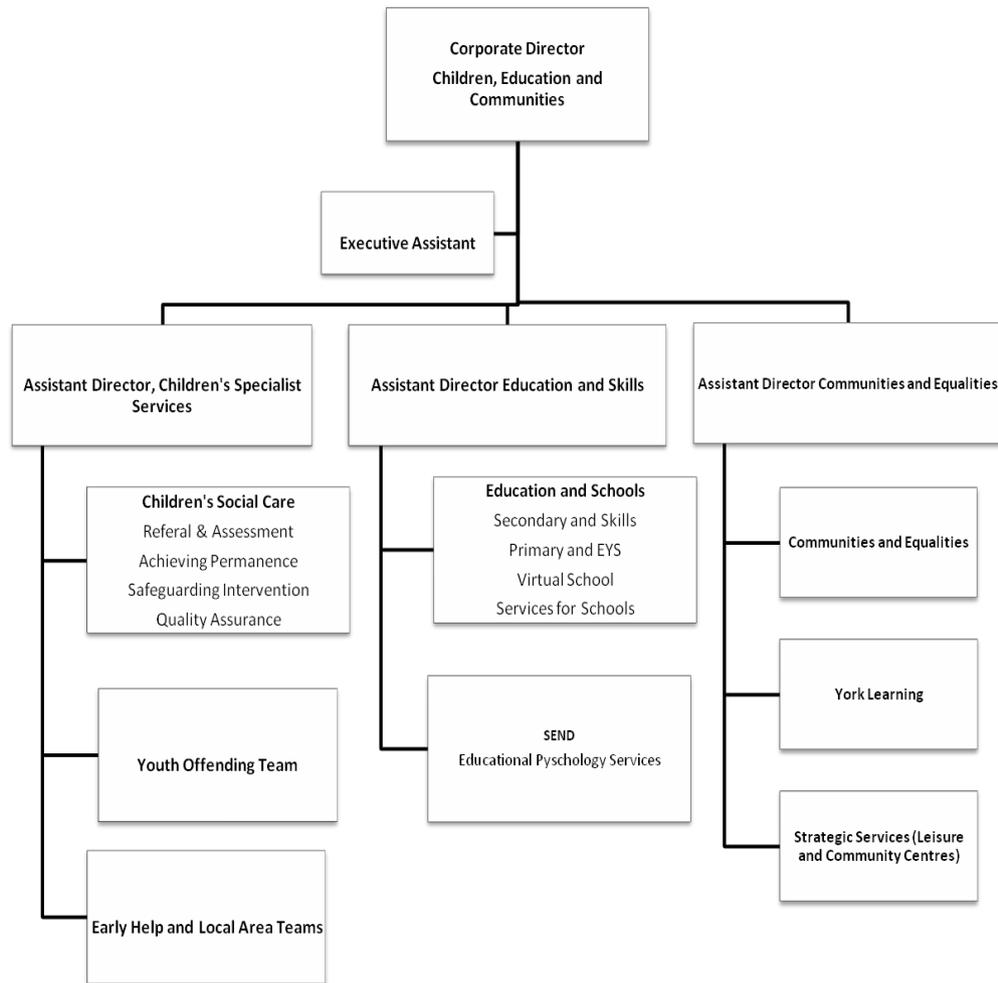
- Trade unions

- 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
- 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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ASSISTANT DIRECTOR ROLE PROFILE

JOB TITLE: Chief Finance Officer

DIRECTORATE: CORPORATE – *CHIEF EXECUTIVE*

REPORTS TO: Chief Executive / Chief Operating Officer

DATE: August 2020

1 PURPOSE OF YOUR JOB

To provide strategic leadership and performance delivery within a City of York portfolio, including compliance with related legislative requirements and undertaking the duties of the statutory section 151 role for the Council.

2 DIMENSIONS

Total Expenditure Budget:	£30.7m
Total Income Budget:	£12.8m
People:	c 70 fte
Premises:	as per portfolio
Equipment:	as per portfolio
Projects:	as per portfolio

3 PRINCIPAL ACCOUNTABILITIES

Strategic

- As a member of the Corporate Management Team, 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 and new ventures, and delivers activity that grows revenue and minimises cost without detriment to services
- Sets the controls and governance arrangements around financial transactions and makes sure there is up to date reporting, reconciliation and good record keeping

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
- Develops and implements a range of corporate strategies and policies relating to Finance.
- Leads on the development of an Investment Strategy and maximising the benefits of all resources including land for the Council and the wider benefits for York
- Undertakes the statutory responsibilities of the section 151 officer to ensure that the Council has arrangements in place for the proper administration of financial matters.
- Acts as final arbiter on application of professional standards in financial matters and provide sound financial advice and practice to Members and officers
- Leads on a prudent investment strategy and commercialisation framework to maximise opportunities and improved utilisation of resources in the Council. Works in collaboration with other key partners to better integrate financial and investment outcomes to improve services for residents and communities of York
- Leads on financial matters for internal audit arrangements for the Council and attends relevant committees in respect of financial stewardship of the authority

- Provides assurance to the Council on all financial regulations and compliance
- Leads and supports the development of robust business costing models across services in the Council
- Strategically leads the development and implementation of the Council's medium term financial planning process and the delivery of an effective annual budget consultation process to support the Chief Executive and Members to set the Council budget
- Accountable for ensuring sound systems, controls and processes are in place in respect of the Council's financial transactions.

Implements and monitors robust financial planning and risk management processes in order to achieve the Council's priorities and deliver a balanced budget

- Works in partnership, where applicable, with other public sector organisations and other sectors to deliver joint services under a single and/or combined management structure.
- 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

Knowledge

- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification or equivalent
- Financial competence given the responsibility for major financial systems ie £multi million revenues
- Accountancy qualification (e.g. CIPFA)
- Understanding of the Section 151 officer role in local authority
- Knowledge of Investment opportunities
- 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 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;
- Experience of developing medium term financial plans and budget setting processes
- Experience of implementing financial controls across complex organisations

- 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
- Experience of implementing successful investment strategies

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

- Experience in managing a range of Finance Services
- Develop and implement a range of corporate strategies and policies relating to:
 - Financial Inclusion
 - Commercial income generation
- Leadership/sponsorship of major projects or programmes
- Experience of delivering business cases, project plans and implementation plans for alternative service delivery models
- Experience of operating in partnership with other public sector organisations and other sectors to deliver joint services under a single and/or combined management structure.
- Knowledge and understanding of major financial systems and operating excellent financial control eg council tax, business rates, adults social care income, benefits and recovery, payroll & pensions.
- Strong experience of working within a political environment and delivering multiple agendas to a range of recipients including, Executive, Scrutiny and Audit & Governance Committees.

6 Structure

The service areas responsible by this post holder include the following:

- Finance – corporate and service:
 - 2 x Finance Managers will manage some but not all of the finance teams, and they will report in to this post
 - The remaining finance teams will fully report in to this post
 - Procurement



Post title: Chief Operating Officer

Conditions and Grading Arrangements:
JNC for Chief Executives of Local Authorities

Responsible to: Leader of Council

Responsible for: As Head of Paid Service responsible for all staff across the authority.

Main purpose of the post

Support the Leader, and work with the Corporate Management Team, Council and Executive to deliver the Council's vision and strategic aims and objectives.

As Head of the Council's Paid Service to be responsible for:

- Securing the staff and other resources needed to deliver high quality, cost effective services to the people of York.
- Working closely with the Leader and Executive Team to ensure those resources support the realisation of the Council's vision, policies and goals.

Working with partners and other key stakeholders to realise York's full potential as a City.

Lead the Corporate Services Department providing strategic direction, support, inspiration and management.

Overall accountability and responsibility for areas within Corporate Services.

Dimensions

Indicative Budget: Responsible for gross annual revenue expenditure of £350m, which equates to a net annual revenue budget of £127m, and a five year capital programme totalling £600m

Indicative headcount figure: circa 2500 fte

Principal responsibilities – Chief Operating Officer

Ensure the Council's vision, policies and goals, set out in the Council Plan, are made a reality by planning and directing the Council's operational policies through

providing a clear sense of direction, purpose and delivery throughout the organisation.

Develop and lead a strong, integrated Corporate Management Team that operates corporately, strategically and effectively.

Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council

To promote the effective management and development of all Council staff and ensure that all staff are appropriately inspired, empowered, trained and developed.

As a Corporate Management Team recognise and celebrate success across the council in its achievements in attaining the Council's vision.

Support the Leader, Executive and Corporate Management Team to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the services within the council and the specific portfolio of the post holder so resources are brought together in a coherent way.

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 so the Authority is able to meet its immediate and long term future with confidence.

Lead the management, development, performance and continuous improvement of all services across the Council.

Oversee the provision and commissioning of a wide range of front line and quality services for the residents and visitors of York.

To oversee the capital programme at York to ensure timescales are met and the objectives set by the Council are achieved.

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

Accountability for the effective planning, organising, delivery and continuous improvement and efficiency of the Council, its resources and allocated budgets. Including the development and effective delivery of the Council's Budget strategy.

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

Support and contribute to the overall Council and 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

Develop and maintain effective working relationship with the Leader, Executive Members and all elected Members of the Council.

Develop and maintain effective working relationships across all Directorates to ensure to ensure a corporate response to the development of services.

To be accountable for the statutory functions associated with this post as Head of Paid Service.

To cover for any other Director 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

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

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

Sphere of influence

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

Hold Directorates and 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

Evidence of the ability to positively influence a range of stakeholders (notably elected members and partners).

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

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

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 the Leader of the Council

Line manages the Corporate Directors, Director of Governance and Assistant Directors in Customer and Finance.

Advises Members, 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
- North Yorkshire Fire
- Other Local Authorities, in particular neighbouring Council's
- NHS - Local Trusts, CCG, Primary Care, NHSE etc
- City Partnership Board

Chief Operating Officer – Specific Areas of Responsibility

Finance, Asset Management and Procurement incl financial management, capital and treasury, governance and risk, income collection, client role for

Veritau, management of all Council land and property assets, property reviews, rationalisation and disposals, procurement

Legal, Civic, Democratic and IT incl legal, democratic, civic and ICT

Customers and Digital incl business support, benefits, face to face services, performance, communications and ICT

Partnerships and Policy

Human Resources incl; HR Advise and support, health & well being, payroll, health and safety,

Facilities Management – incl facilities management

DRAFT

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Post title:	Chief Executive
Conditions and Grading Arrangements:	JNC for Chief Executives of Local Authorities
Responsible to:	Leader of Council
Responsible for:	As Head of Paid Service responsible for all staff across the authority.

Main purpose of the post

The Chief Executive is responsible for the Council as Head of Paid Service, for the effective management of the Authority, for providing advice and guidance on major policy options and for ensuring the effective implementation of Council policies. This includes responsibility for delivery of the most effective service to the public, subject to the resources available, for the determination of corporate objectives and for monitoring performance in the attainment of those objectives

Working in partnership with Elected Members to provide leadership, vision and strategy direction to the Council

Acting as an ambassador for the Council to ensure it is fully engaged with its stakeholders and communities and fulfilling its community leadership role.

Lead the Corporate Services Department providing strategic direction, support, inspiration and management.

Dimensions

Indicative Budget: Responsible for gross annual revenue expenditure of £350m, which equates to a net annual revenue budget of £127m, and a five year capital programme totalling £600m

Indicative headcount figure: circa 2500 fte

Principal responsibilities

- To head the Council's paid service and to act as the principal adviser on policy and strategy.

- To lead and enthuse the organisation to ensure the highest quality of services for York residents, setting a clear framework and achieving rapid and effective implementation.
- To ensure that the Council has the capacity to develop and respond innovatively to new challenges whilst ensuring that the highest standards of financial, legal and ethical probity are maintained.
- To ensure that the organisation is able to implement and consolidate new initiatives in order to maximise organisational capability.
- Ensure effective performance management systems are in place, regularly assessing the health of the organisation and its corporate effectiveness through the process of setting targets, performance standards and regular review.
- Work with elected members and staff to ensure the authority adopts a proactive response to the external challenges, including from central government and external Peer Review teams.
- Lead and develop a strong and co-ordinated Council Management Team.
- Ensure the efficient and effective co-ordination of the council's programmes and policies across all services and the integration, deployment and development of the Authority's resources to meet agreed objectives.
- Manage the interface between Members and Senior Officers, maintaining the essential Member/Officer partnerships and establishing appropriate systems and processes.
- Provide leadership to develop and maintain effective partnerships with other public and private sector bodies, businesses and community groups to improve the quality of life for York citizens.
- Promote sound relationships with the media and the public to ensure that the reasons for the council's actions are understood.
- Lead upon and ensure that the evolving, underlying culture of the organisation supports the drive to develop all employees in a learning environment, in order to maintain continuous improvement in the quality of services.
- To value diversity and ensure equality of opportunity both within the Council and in all areas of service provision.
- To represent the Council on formal occasions, undertaking the necessary Civic duties as appropriate.
- To Act in the capacity of Returning Officer for Local, Parliamentary and European elections.
- To ensure that the Council can respond effectively the event of an emergency.

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

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

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

Sphere of influence

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

Hold Directorates and 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.

Essential Knowledge and Experience

Experience and knowledge

- Consistent achievement over several years in a high level leadership/managerial role gained in a complex and diverse organisation.
- A proven track record of promoting the reputation of an organisation with its stakeholders and the media
- Evidence of building excellent external working relationships and networks with the public, private and voluntary sectors.
- Successful track record of building effective and productive working relationships with senior managers, board level members or politicians.
- Experience of leading and motivating a team of senior professional managerial staff to a high level of achievement.
- Demonstrable success in change and improvement management, managing a diverse range of services and translating organisational ambitions into real achievements that benefit service users.
- Successful record of establishing and maintaining a strong performance

culture, effective performance and service quality evaluation that involves users and driving up standards and performance.

- An in-depth knowledge of key equality issues and an ability to promote good practice
- Significant involvement in the preparation, management and control of large complex budgets.
- Qualified to degree level or equivalent with a record of continuous professional development in both management and leadership.
- Thorough knowledge of the challenges facing local government

Postholder will need to demonstrate the following skills and competencies:

Skills:

- An inspirational, motivational enthusing leader and corporate player.
- Personality, conduct and credibility that engages and commands the confidence of councillors, senior managers, staff, local communities, external partners / organisations and other stakeholders.
- Strong negotiating skills
- Decisive with a local approach to decision making
- Energy and resilience to lead and drive the pace of change.
- Strong commitment to driving a performance culture and accountability
- Advocate of equality and diversity and dignity and respect in the work place

Competencies:

- An effective, highly visible leader and manager with an approachable style
- Highly committed and enthusiastic.
- An aptitude for strategic problem solving and decision making with the ability to produce practical and creative solutions.
- Politically aware, robust and resilient enough to work within a challenging and complex environment.
- A strong lateral thinker, able to manage a complex multi-disciplined organisation.
- Innovate and resourceful in linking the Council's vision with a coherent framework of policies.

Chief Executive – Specific Areas of Responsibility

Finance, Asset Management and Procurement incl financial management, capital and treasury, governance and risk, income collection, client role for Veritau, management of all Council land and property assets, property reviews, rationalisation and disposals, procurement

Legal, Civic, Democratic and IT incl legal, democratic, civic and ICT

Customers and Digital incl business support, benefits, face to face services, performance, communications and ICT

Partnerships and Policy

Human Resources incl; HR Advise and support, health & well being, payroll, health and safety,

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Staffing Matters and Urgency Committee

24 August 2020

Report of the Director of Governance

Changes to Membership of Committees, Joint Committees administered by other Councils, Regional Local Authority Bodies and Other Bodies**Summary**

1. At the Annual Council meeting on 22 May 2019, appointments were made to Committees, Sub-Committees and Outside Bodies for the 2019/20 municipal year. Due to the cancellation of the 2020 Annual Council meeting, those appointments were carried over to the 2020/21 municipal year, subject to a number of changes, as approved by the Staffing & Urgency Committee at their meeting on 15 June 2020. Further changes are now required to the membership, as set out below.
2. In the light of the recent suspension of Councillor Dave Taylor from the Green Party, details of any consequent changes to council committees will also be provided for consideration by the Staffing Matters and Urgency Committee.

Background

3. Further to the appointments to Committees etc. made at the Annual Meeting, Staffing Matters & Urgency Committee has authority to deal any in-year changes or appointments to any Committees and Outside Bodies, and the following changes are put forward for consideration:

Economy and Place Policy & Scrutiny Committee

Cllr Kilbane to replace Cllr Barnes as Chair of the Committee
Cllr Melly to replace Cllr K Taylor

Health and Adult Social Care Policy & Scrutiny Committee

Cllr K Taylor to replace Cllr Melly

West Yorkshire Combined Authority Overview & Scrutiny Committee

Cllr Melly to replace Cllr Kilbane

Consultation

4. 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

5. 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 a position that has become available. This Committee will then consider and determine those nominations.

Council Plan

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

Implications

7. 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

8. 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

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

Recommendations

10. Staffing Matters and Urgency Committee is asked to:
- a) consider and approve the changes to committee and outside body appointments as set out in paragraph 3, and
 - b) consider any changes to appointments to committees which have occurred as a result of the suspension of Cllr D Taylor from the Green Party.

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

Contact Details

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Manager
Tel: (01904) 552030

Chief Officer Responsible for the report:
Janie Berry
Director of Governance

Report **Date** 2020

Specialist Implications Officers
Not applicable

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes: None

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**Staffing Matters & Urgency Committee
Draft Work Plan 2019-20**

2 December 2019	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Draft work plan
20 January 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Workforce demographics at 30 Sept 2019 (would normally be December) <ul style="list-style-type: none"> • FTE • Equality Data • Absence and Well Being • Starters and Leavers <ul style="list-style-type: none"> ○ Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement • Agency
3 February 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements
24 March 2020 (cancelled)	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. CMT Structure
6 April 2020 (cancelled)	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements

5 May 2020 (cancelled)	1. Redundancy, Retirement and Settlement Agreements
8 June 2020 (moved to 15 June)	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Workforce demographics at 31 March 2020 <ul style="list-style-type: none"> • FTE • Equality Data • Absence and Well Being • Starters and Leavers <ul style="list-style-type: none"> ○ Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement • Agency
20 July 2020	1. Redundancy, Retirement and Settlement Agreements
24 August 2020	<ol style="list-style-type: none"> 1. CMT Restructure 2. Redundancy, Retirement and Settlement Agreements
7 Sept 2020	1. Redundancy, Retirement and Settlement Agreements
19 Oct 2020	1. Redundancy, Retirement and Settlement Agreements
Nov 2020 (date tbc)	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. <i>Chief Officer Structure Review (subject to Member approval on 24 August)</i>

Dec 2020 (date tbc)	<ol style="list-style-type: none">1. Redundancy, Retirement and Settlement Agreements2. Workforce demographics at 30 September 2020<ul style="list-style-type: none">• FTE• Equality Data• Absence and Well Being• Starters and Leavers• Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement• Agency
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