



## **Notice of a public meeting of**

### **Staffing Matters and Urgency Committee**

- To:** Councillors Aspden (Chair), D'Agorne (Vice-Chair),  
Hook and D Myers
- Date:** Monday, 14 December 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. Exclusion of Press and Public**

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

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

Order 2006).

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

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 19 October 2020.

**4. 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 at **5.00pm on Thursday 10 December 2020.**

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill out an online registration form. If you have any questions about the registration form or the meeting please contact the Democracy Officer for the meeting whose details can be found at the foot of the agenda.

**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](http://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](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

**5. Changes to Membership of Committees, Joint Committees administered by other Councils, Regional Local Authority Bodies and Other Bodies** (Pages 5 - 8)

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

**6. Proposed structure Corporate Leadership Group (CLG)**

(Pages 9 - 124)

This report presents to the Committee the proposed changes to the senior management structure of the Council.

**7. Pension or Exit Discretion** (Pages 125 - 130)

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

**8. Work Plan** (Pages 131 - 132)

To consider the Committee's draft work plan for the municipal year 2020-21.

**9. Urgent Business**

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

Democracy Officer

Robert Flintoft

Contact details:

- Telephone – (01904) 555704
- Email – [robert.flintoft@york.gov.uk](mailto:robert.flintoft@york.gov.uk)

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

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

Contact details are set out above.

**This information can be provided in your own language.**

**我們也用您們的語言提供這個信息 (Cantonese)**

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

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

**Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)**

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

** (01904) 551550**

City of York Council

Committee Minutes

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Meeting	Staffing Matters and Urgency Committee
Date	19 October 2020
Present	Councillors Aspden (Chair), Hook, D Myers and Craghill (Substitute for Cllr D'Agorne)
Apologies	Councillor D'Agorne

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### **32. Declarations of Interest**

At this point in the meeting, Members were asked to declare if they had any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda. None were declared.

### **33. Exclusion of Press and Public**

Resolved: That the press and public be excluded from the meeting during the consideration of Annex A to Agenda Item 7 (Pension or Exit Discretion) on the grounds that they contain information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

### **34. Minutes**

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 21 September 2020 be approved and then signed by the Chair as a correct record at the next available opportunity.

### **35. Public Participation**

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

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

Members considered a report which sought approval for a number of changes to the Council's appointments. The Committee considered the changes to membership of Committees, including those arising from Councillor D Taylor becoming an independent Councillor on the Authority. The Director of Governance and Monitoring Officer confirmed that as a result of the changes, Cllr D Taylor has requested to be removed from Audit and Governance Committee and a number of Outside Bodies and he had confirmed that he was happy to have a place on the Housing Appeals Committee.

Proposed appointments were set out in the report and in the supplementary annex, and the following additional changes were reported at the meeting:

#### Audit and Governance Committee

Cllr Daubeney to replace Cllr D Taylor on the Committee

#### Outside Bodies

##### Consultation Meetings with Looked After Children "Show Me That I Matter"

Cllr Baker to replace Cllr D Taylor on the Outside Body

##### Joint Member Working Group on the Joint Mineral and Waste Plan

Cllr D'Agorne to replace Cllr D Taylor on the Outside Body

#### Terry's Community Forum

Cllr Baker to replace Cllr D Taylor on the Outside Body (Cllr D'Agorne if discussions concern Micklegate Ward, as Cllr Baker is Ward Cllr for Micklegate)

#### Transport for the North (TfN) Scrutiny Committee

Cllr Fenton to replace Cllr D Taylor on the Outside Body, with Cllr Hook as Substitute

#### Wenlock Terrace (looked after children)

Cllr D'Agorne to replace Cllr D Taylor on the Outside Body

#### York Outer Ring Road (YORR) Lead Members Board

Cllr D'Agorne to replace Cllr D Taylor on the Outside Body, with Cllr Craghill as Substitute

Resolved: That the changes to appointments set out in paragraph 2 of the report, in the supplementary annex and the further changes reported at the meeting be approved.

Reason: To ensure that appropriate Council appointments to Committees and Outside Body appointments for the remainder of the current municipal year.

### **37. 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.

### **38. Pension or Exit Discretion**

Members considered a report which advised them of expenditure associated with proposed pension or exit discretions. Details of the proposal and its implications were set out in the business cases in exempt Annex A to the report.

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

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

Cllr Aspden, Chair

[The meeting started at 5.30 pm and finished at 5.37 pm].

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**Staffing Matters and Urgency Committee****14 December 2020**

Report of the Director of Governance and Monitoring Officer

**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.

**Background**

2. 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:

Climate Change Policy and Scrutiny Committee

Cllr Fitzpatrick to replace Cllr Myers on the Committee

Health and Adult Social Care Policy and Scrutiny Committee

Cllr Heaton to replace Cllr Norman on the Committee

Housing and Community Safety Policy and Scrutiny Committee

Cllr Norman to replace Cllr Wells on the Committee

Planning Committee

Cllr Myers to replace Cllr Fitzpatrick on the Committee

## **Consultation**

3. 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**

4. 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**

5. 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**

6. 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**

7. 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**

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

## Recommendations

9. Staffing Matters and Urgency Committee is asked to consider and approve the changes to committee and outside body appointments as set out in paragraph 2.

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

## Contact Details

### Author:

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### Chief Officer Responsible for the report:

Janie Berry  
Director of Governance and Monitoring  
Officer

Report



Date 4 December 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****14 December 2020**

Report of the Chief Operating Officer

**Proposed structure Corporate Leadership Group (CLG)****Summary**

1. The purpose of this report is to propose changes to the senior management structure of the Council.
2. The review has considered all of the chief officer posts within the Council that are at Corporate Director, Director or Assistant Director level. A further review of Heads of Service will be done following this, to ensure effective structures at this level, providing effective support for the chief officers within the Council. A number of options have been considered and initial feedback sought from chief officers, heads of service and the trade unions during September, October and November 2020. Draft proposals have been widely shared, and this has included with all group leaders.
3. This paper provides details and an analysis of three options. Option 3 is the preferred structure. These options were the ones consulted upon at the last stage of consultation. Options 1 and 2 remain as they were consulted upon, Option 3 has been slightly amended following consultation feedback.
4. The principal key outcomes from the recommended option are:
  - to create a Directorate of People covering adults and children's services (including education), and within this area the creation of two new Director roles. These will focus on safeguarding, education, prevention, integration and commissioning. In particular there is a commitment to achieve much greater integration with the health sector, enabling the Council to respond effectively to forthcoming changes within the NHS, and for the Council to play a key lead role in this;

- create a director of customers and communities with a view to integrating work across our customer and community teams, with emphasis on supporting customers, working in communities, the new cultural strategy, working with wards, and a strengthening of equalities across the Council;
- create an assistant director for policy and strategy that will provide a chief officer lead for climate change to progress key Council priorities within this area, and also coordinate policy, performance and communications across the Council, as well as support the lead of Devolution;
- consolidate chief officer roles in place to have senior leadership within key areas of Economy and Housing, and Planning, Environment and Transport, which will be supported by a strengthened head of service structure; and
- recognising the need for stability to deal with issues post pandemic to deliver a small further saving, on top of the chief operating officer (COO) proposals, which combined delivers saving of some £204k on the salary budget.

## **Background**

5. Staffing Matters and Urgency, in August, agreed to move the council to a Chief Operating Officer (COO) model. That model is implemented and full council approved the appointment of the Chief Operating Officer in October 2020.
6. Staffing Matters had requested that the Chief Operating Officer, once in post will return in December with a proposal to restructure the corporate leadership group (CLG).
7. There are currently two vacancies across CLG being covered by interim arrangements agreed by SMU. These posts are the Corporate Director for Health, Housing and Adults Social Care (HHASC) and Assistant Director for Housing and Community Safety.
8. In the current climate of a global pandemic and significant strain on local authority budgets, the cost of any proposal is a key feature, and it is the intention to ensure any proposal does not increase the cost of the CLG structure and ideally to make savings.

9. There has already been a decrease of one senior officer post by moving to the Chief Operating Officer model. The savings identified in that proposal total £ 125k and can be referenced in the report agreed at SMU in August 2020.
10. In considering the structure three key stages are required:
  - Stage 1 - To determine what our objectives are – what are the key criteria we are seeking to achieve;
  - Stage 2 - Based upon 1 how should services be grouped together in broad terms; and
  - Stage 3 - From 1 and 2 determine the actual structure of chief officers to deliver against the overall objectives.

### **Criteria to determine a Structure**

11. In considering the options, there are a number of key criteria that it is felt any structure should seek to deliver. These can then be used to shape the overall structure. It should be noted that any structure is unlikely to be able to meet all objectives.
12. The restructure needs to recognise the current challenges facing local authorities, the significant demands and pressures facing the council, and also align with Council priorities.
13. The structure needs to recognise the impacts arising from the worldwide pandemic, and in particular give strong focus to areas of importance post Pandemic, for example supporting our affected customers and communities, our schools and education system, and supporting the economy.
14. The structure needs to deliver some savings in the medium term, given the financial pressures facing the council, but we need to recognise there are many challenges which require capacity in coming years and one post has already been taken from the senior officer structure in creating the chief operating officer.
15. Across the Council there should be an aspiration for flatter structures, and simpler consistency across the Council, across all layers, however this needs to be introduced in a safe manner, and may take some time to

achieve. It does however need to ensure sufficient specialist skills are retained.

16. There should be greater clarity of responsibility for functions, and linked to the chief officer structure a streamlining of heads of service roles that support Directors/AD's.
17. Within children and adults there needs to be greater resilience and integration, avoiding uncertainty and disruption if a Director leaves, and retaining capacity to deal with current challenges. The structure also needs to recognise the considerable pressures facing adults and children's services, and in particular recognise that managing demand, and financial pressures in these areas are a Council wide issue, and the impact of not doing so would ultimately be felt across other areas of the Council. It is in simple terms everyone's business that adults and children's services are properly resourced, to make them as effective and efficient as possible. In doing so it allows for resources to be invested in other areas.
18. Some additional focused capacity across policy, communications, performance and climate change should be created at chief officer level to coordinate these areas and support key policy programmes. 50% of the cost of this can be funded from the growth already allocated in the budget for developing a climate change team.
19. There should be strong focus on the key corporate functions of HR, finance, and governance with senior leadership roles, and statutory officers on the Management team, and public health should be recognised as a corporate function.
20. There should be priority given to development of integrated health, working with health partners, and strengthen work with voluntary sector. In particular with planned changes within the NHS structure, the Council needs to be actively involved in the development of the health system across York.
21. Resident service interactions, such as customer services should be integrated, should be brought together, both initially and then over time, so that key customer transactional activity is coordinated, and residents receive a single point of contact.



22. At the heart of our activity should be strong relationships with citizens and communities, with adults and children, and helping residents to manage their own affairs as independently as possible, building community capacity, and being innovative in our approaches to work within communities.

### **Grouping of services**

23. The next stage, linked to the key criteria set out above, is the overall broad grouping of services. Ultimately once the grouping of related services is agreed, reflecting priorities, we can then discuss the options around how this broad structure of services is managed, and the extent to which any option then delivers upon the stated criteria set out at the beginning.
24. The following broad Grouping of services are proposed for agreement:
- Adults and childrens services should form a people directorate, focused upon safeguarding, prevention, education, commissioning, and integration. To be successful adults and childrens work needs integrating. We need to give strong priority to developing excellent People services and to be outward looking to the wider health and care system. We also need to continue to support the education system, ensuring children receive the best possible start in life;
  - Public health moves to report direct to the COO reflecting its corporate role but will work with all areas of the Council;
  - Housing moves across to the Place grouping of services, but with potential to split the transactional/customer elements and the delivery/maintenance, this may move the transactional elements across to customer and communities;
  - We should bring together customer and communities work, with a strong focus on supporting our residents post pandemic and delivering an ambitious model of integrated community and customer support over coming years, working closely with the cultural and voluntary sector, supporting residents and

communities, developing local area working, developing prevention strategies, and work within wards;

- Facilities Management and Property services move across to the economy/asset management, to align with asset management to ensure we maximise our asset portfolio;
- Policy, performance, business intelligence, communications and climate change are grouped together under a new Assistant Director level role reporting to the Director of Governance. This gives chief officer leadership for Climate change and support on devolution. This also gives the Director of Governance some additional Assistant Director support; and
- We will strengthen the Chief Finance Officer (CFO) authority in respect of financial functions that are located outside of the Finance function, in particular income collection (customers, housing) and other financial processes within business support department (eg payroll). This will ensure the CFO as Section 151 officer can have necessary assurances, and can instruct such services in terms of policies and procedures they consider essential.

25. There will be further details to be worked upon in respect of the structure for heads of service, once the CLG structure is confirmed. This may result in additional grade 13's which will support director roles, and will seek to assist in delivering the key objectives set out in this report. It is expected that these additional grade 13 roles will not have an additional impact on budgets and will be funded through re-organisations. In addition some further movement of functions between chief officers may occur as the detail of the structures at head of service level is progressed.

### **Options and Analysis**

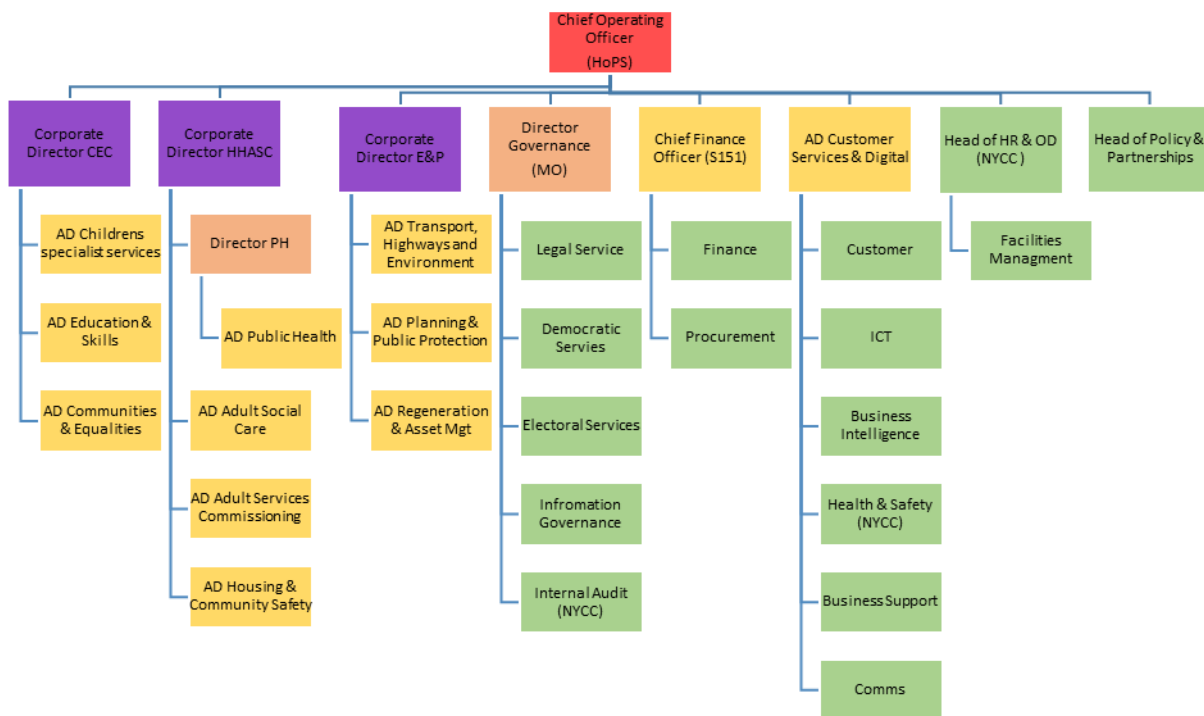
26. All options can be seen in a larger format in Appendix 1, but are included below in the body of the report for ease of reference.

27. The following sets out some of the considerations, under the broad themes of:
- minimal change;
  - significant savings; and
  - a recommended model based upon the objectives set out earlier.

**ALL STRUCTURE CHARTS ARE SHOWN IN A LARGER FORMAT IN ANNEX 1**

**Current Structure**

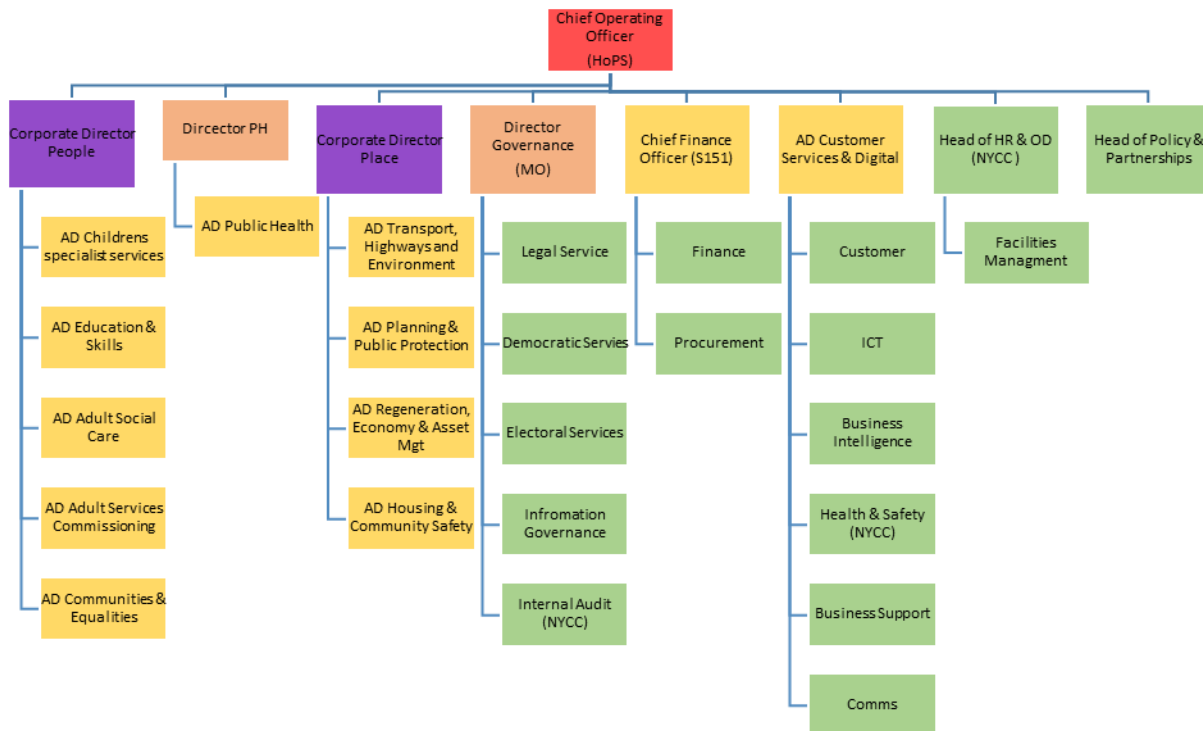
28. The current structure of CLG and high level functions can be seen in the diagram below. Please note that they may not fully describe all of the activity carried out within the areas.



29. The gross salary cost (without on costs) of the chief officers (Assistant Director, Director, Corporate Director and Chief Operating Officer) in the current structure is £2.201m with a total headcount of 18. Some costs are met by partners, or charged to the HRA, so the net cost to the general fund is £2.040m.

## Option 1

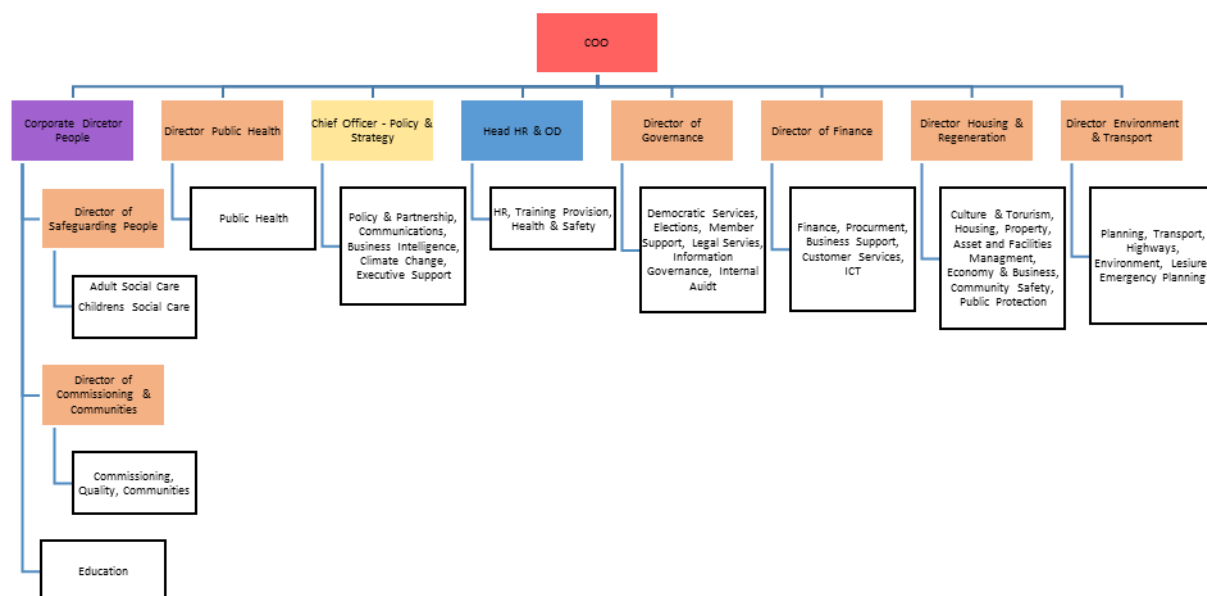
Please note all functions/teams may not be listed at this stage



30. Option 1 is a tweak to the current structure, where in general existing posts are retained, and there is simply a slight movement of existing AD posts, reflecting the broad structure changes described from paragraph 24 onwards.
31. It deletes the post of Corporate Directorate of HHASC and splitting the functions across the current Directorates. Adult's social care and commissioning merging with Childrens Education and Communities Directorate, and renaming it People Directorate. Housing and Community Safety moving with the Assistant Director reporting into the Director of Economy & Place and renaming Place Directorate.
32. Adult's social care and commissioning will exist as they do now with the Assistant Directors reporting into the Corporate Director for People.
33. This options results in net general fund cost of £1.894m, saving £146k and a reduction of 1 fte.

## Option 2

Please note all functions/teams may not be listed at this stage in the white boxes

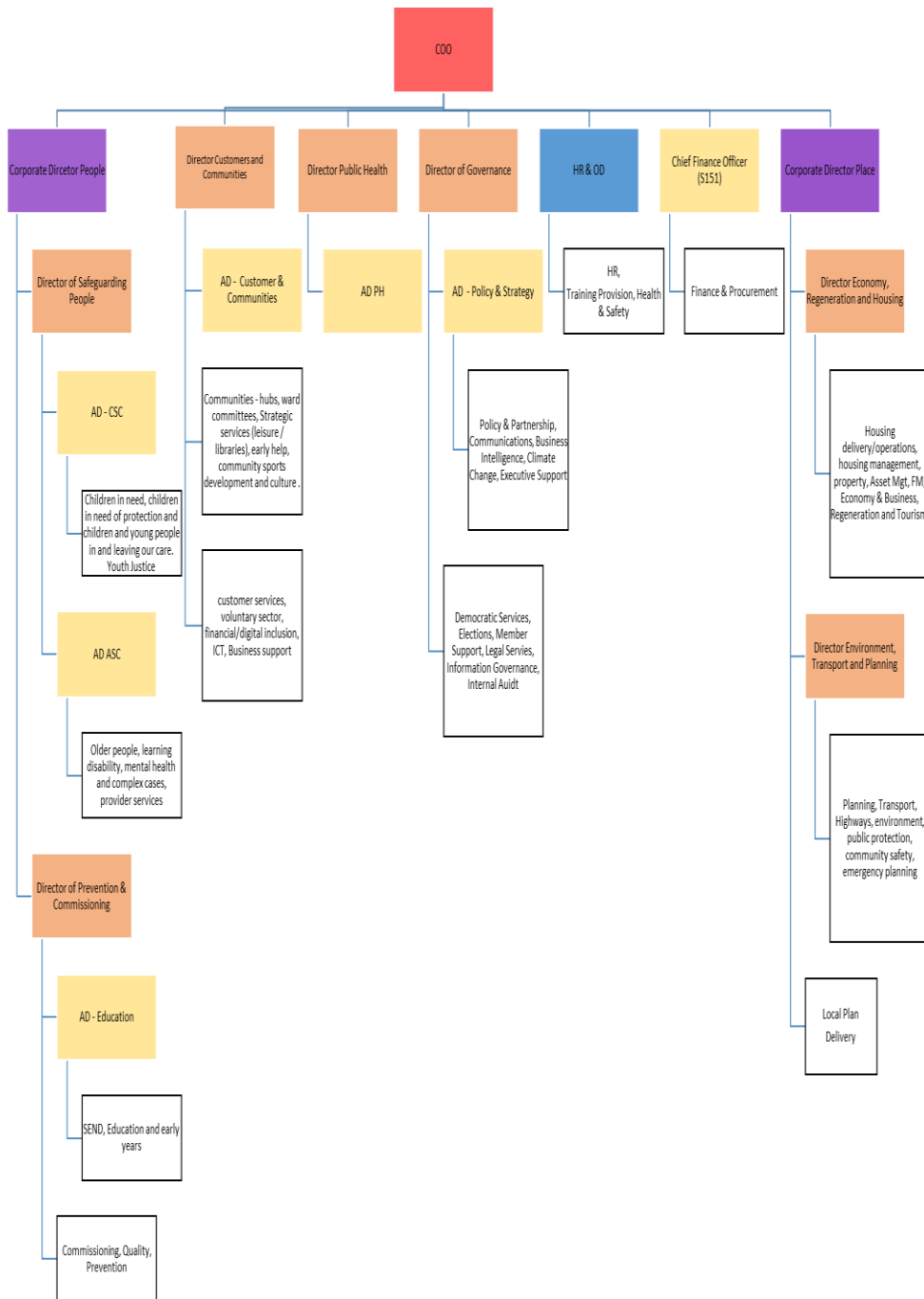


34. This option moves to a flat Director/Head of Service structure, and removes Assistant Directors, and the Corporate Director of Place.
35. In addition a new Chief Officer role is created (at Assistant Director salary grade) of Chief Officer Policy & Strategy, which will cover policy, performance, communications and climate change. The role will bring additional corporate capacity, supporting the COO. This role will ensure the council has the strongest possible performance management model, will coordinate policy and communications activity, assist in key work such as Devolution, and will lead on Climate change across the Council.
36. Whilst it produces significant savings it is felt that this is not a proposal that could be supported, as it leaves the council with limited management capacity and carrying significant risk across functional areas. There would be a need to increase the numbers of staff in grades 12 and 13 to support delivery of functions and hold accountability.
37. This structure results in a net general fund cost of £1.211m, saving £815k and a reduction of 8 fte.

38. It may be possible to move towards a variant of this model in the future, which is covered under option 3, but at this stage this structure is not recommended as it would involve too great a change at the present time. Key risks would exist within adults and children in particular, but the capacity across the whole council to deal with current challenges over coming months and years would be significantly reduced.

**Option 3**

**Please note all functions/teams may not be listed at this stage in the white boxes**



39. This is the recommended model, which delivers the objectives set out earlier. In particular:

- For adults and children capacity is retained for now at Assistant Director level to ensure capacity and stability within safeguarding, plus a much stronger focus on integration with the health sector, and additional support for Education;
- Customers and communities are integrated to move towards developing the most effective range of support for communities and residents as set out earlier in the report, working with the voluntary sector, and across all areas of Council activity. Work in relation to equalities will be strengthened as part of this;
- There is director level capacity in both People and Place, with a Corporate Director, plus two Directors, providing resilience should one director leave; and
- Key corporate services report direct to the COO.

40. This structure starts with the principle that between Head of Service and the Chief Operating Officer there should be no more than two layers of management. In some cases there will be only one tier. In particular the following principles apply to the structure:

- where a corporate director is retained, there will be a service Director tier and no Assistant Directors. Heads of service then report to the service director; in some cases heads of service roles will be strengthened, and will become grade 13 roles; and
- where a service Director is reporting to the COO then an Assistant Director role may be justified to support part of the service director role in delivering a key Council priority. For example in customers/communities, or in respect of policy and climate change.

41. This form of structure it is felt can be implemented now (subject to transitional arrangements) within all areas of the Council except initially within the People directorate, where it is felt capacity needs to be retained for now for the following reasons:

- Adults and children's safeguarding. It is considered that these services are facing such significant challenges that for now there is clear need to retain additional AD capacity;
- Education – the schools AD post is unchanged but reports to one of the new Director posts. This post manages the SEND services which are currently being remodelled as part of our improvement plan in this area. This is at a time when there is also significant increased demand in this service which will need to be managed. This service is also subject to Ofsted regulation and a re-inspection is expected in the next 12 months. The education landscape is also significantly impacted by Covid and post covid recovery will require specialist expertise to ensure the most vulnerable children are able to be supported in mainstream schools and not increase pressure on the specialist or alternative provision sector; and
- In particular the financial challenges within the People Directorate are very much an issue that affects the whole Council. It is imperative there is capacity to address these, as if that were not achieved then there could well be significant financial impacts (and service reductions) across other areas of the Council. It is therefore in everyone's interest that there is strong management within the People directorate.

42. In other areas of the council however, the model described in para 39 above can be implemented from the beginning, including within Place, Customers and Communities.

43. It is envisaged that over time there may be further savings realised through streamlined services and identification of efficiencies. In addition, it should be stressed that over time this model may allow for some further reduction in chief officers, once the structure is fully embedded, with all posts recruited to, and when existing challenges, particularly supporting vulnerable residents and communities have reduced.

44. This option meets many of the stated criteria. In particular, there emerges a broad grouping of functions in terms of vulnerable people, our residents, our organisation and our Place, which positions the council to effectively move forward post pandemic and deliver excellent services to



our communities, create an effective and efficient council, and shape the development and appearance of the city. Specifically:

- For Vulnerable adults and children – a stronger more integrated People Directorate;
- For Residents – joined up customer and community services, together with public health at heart of the organisation and public health closely aligned to customer/community services, operating across the organisation;
- For the Council – a corporate core of Finance, Legal, HR, and Corporate Strategy supporting the organisation, with added capacity in Corporate Strategy (including climate change); and
- For the City – a focus on the economy, housing, transport and the environment, ensuring a modern and thriving city.

45. The structure will also operate in a manner that avoids situations where individual directorates operate in isolation. So for example whilst People and Place will have directorate management teams, these will be supported by attendance from customers/communities, public health, and corporate strategy, together with as now support from Finance and HR. Corporate Management Team will consist of all direct reports to the COO plus the AD for Policy & Strategy. This collegiate approach will ensure all services are supported.

46. The new structure specifically creates five new Service Director level posts as follows, and the rationale and key issues are set out below building upon comments set out previously:

- Director of Safeguarding (500 fte) - this gives a stronger social work focus across adults and children's services which will ensure the statutory duties in this area are safely and effectively delivered. This post very much retains Director level capacity that was previously within the Corporate Director of HHASC. This post will hold one of the statutory roles (adults or children) with the Corporate Director holding the other. This post will also ensure our most complex care packages are managed efficiently;
- Director of Commissioning and Prevention (159 fte) this will be jointly funded with Health partners, and will give greater seniority

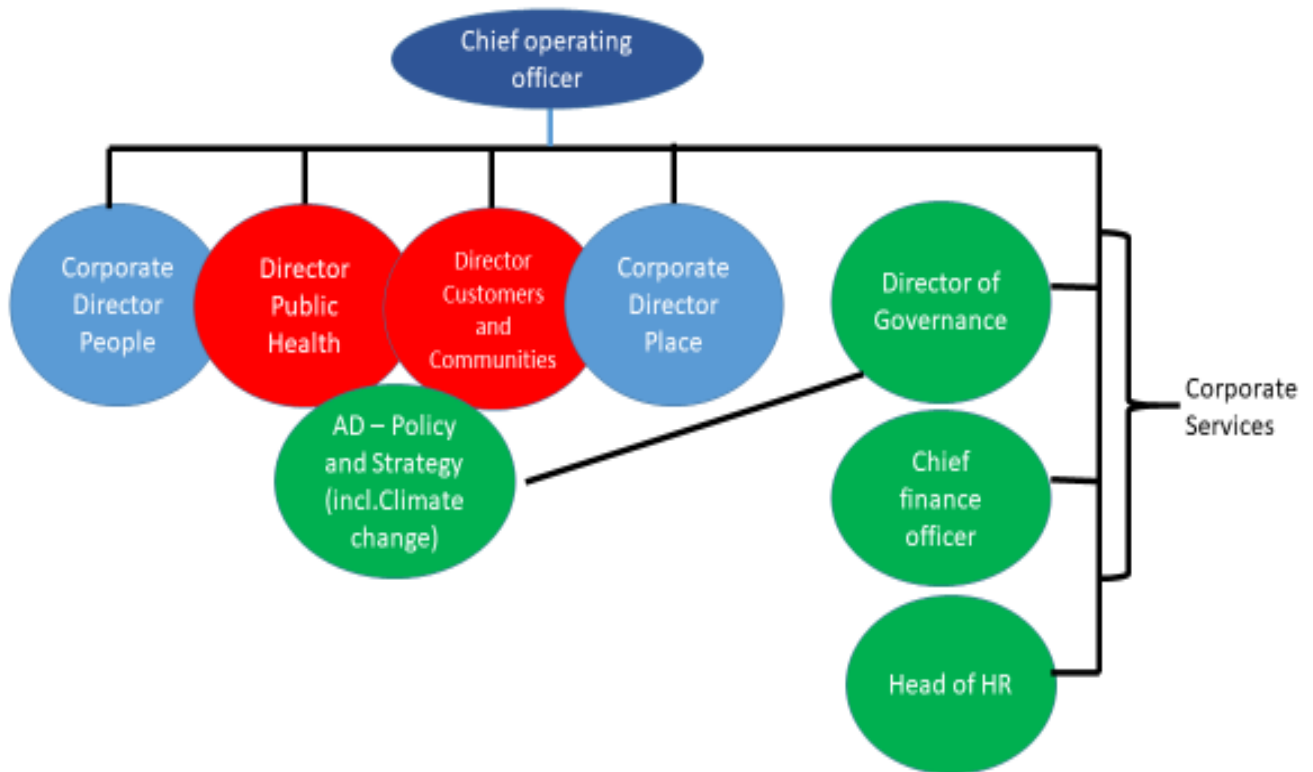
within the Council to taking forward plans for integration with health partners, and also will ensure there is a strong emphasis on quality, performance, and finance within the Directorate. This post will deliver the statutory commissioning functions in adults and also the sufficiency duties for children's. In particular management of the Better Care Fund, school places, early years provision, looked after children packages and SEND service provision. It will also manage the statutory quality assurance and review functions for children's and adults social care. The post will manage the AD for Education and Skills, ensuring the council continue to support the education system, ensuring children receive the best possible start in life. In post covid recovery we will require specialist expertise to ensure the most vulnerable children are able to be supported in mainstream schools;

- Director of Customers and Communities (414 fte) – this brings together two existing AD roles that cover customers and communities along with business support and early support. The Council's approach is to place ward and neighbourhood level working at the heart of building resilient communities, to engage local residents to shape the council's priorities and devolving resources to ward level. Through this approach working in partnership to build community capacity to deliver those local priorities. This area also brings together business support. In addition it is envisaged that some other customer activities, for example housing, may move into this area. The role will be expected to lead on a lot of the post COVID support to residents, and to take forward a key priority for the Administration in terms of effective support to residents, and easy access of contact with the Council, combined with supporting self-help. Strategic customer facing services are within this area including leisure, libraries, and a number of other customer facilities such as crematorium and registrars;
- Director of Economy, Regeneration and Housing (363 fte) – this brings together two existing AD roles, given high profile to work on the Economy, and also to ensuring the delivery of the most effective housing service, and housing delivery, alongside major projects; and
- Director of Environment, Transport and Planning (429 fte) – this brings together two existing AD roles, and consolidates public protection with other environmental functions, and planning is

placed under this Director to promote its independence from Economy.

47. A new AD role is created of AD Policy and Strategy, which will cover policy, performance, business intelligence, communications and climate change. The role will bring additional corporate capacity, supporting the COO, and will also support the Director of Governance in general issues. This role will ensure the council has the strongest possible performance management model, will coordinate policy and communications activity, assist in key work such as Devolution, and will lead on Climate change across the Council working with key partners across the city and region. The role will be half funded from the budget growth that was allocated towards additional staffing for climate change in the February 2020 budget.
48. It is proposed to retain an AD role in Place for an additional 6 months (April - October 2021). This AD role will support the transition to the new structure in Place, providing the extra capacity to ensure a strengthened Head of Service structure is implemented and necessary knowledge and skills are transferred.
49. Draft job descriptions have been included at Annex 2. These are draft and at this stage have not been through the councils' job evaluation process. During the next stage of consultation the job descriptions will be finalised and evaluated.
50. The structure seeks to facilitate a one organisation approach, with a number of services that will operate across the Council, such as customers and communities. Only two "Directorates" are retained, but these will need to work closely together. Fundamentally it will also be crucial that all chief officers operate in a collegiate and supportive manner, and we have seen this throughout the pandemic. It is vital that this culture remains, and the structure seeks to facilitate this also facilitates cross council working. The Customer and Community services are placed at the heart of the organisation but will work across all areas to deliver improved services to residents.
51. The diagram that follows shows how the structure will operate in practice, with close alignment of Customers/Communities and Public Health with the People and Place directorates. Corporate Management Team will consist of the posts shown on the diagram. Directors of Customers/Communities and Public Health will attend the Directorate Management Teams of People and Place. The AD for Policy and

Strategy will work across all areas of the Council, and will also work closely with the Leader and the COO on major policy issues.



## Consultation

52. Consultation has been ongoing for some time regarding possible structures at senior officer level. Staff were asked initially to provide feedback and ideas on what they feel would work and more recently a version of this paper was shared with all chief officers, heads of service and senior managers.
53. The Chief Operating Officer has spoken on a number of occasions, with staff affected, including individual confidential discussions.
54. All staff have had the opportunity to feed in their comments.
55. Trade Unions have been involved, receiving copies of the report and a briefing from the Chief Operating Officer.

56. From the most recent consultation feedback has been received from a number of people who are directly and indirectly affected, which has shown the positive engagement.
57. From this recent consultation the feedback received has been considered and in some instances tweaks have been made to the preferred structure, option3.
58. It should be noted that once SMU have decided on a preferred option further consultation is required in line with HR processes. This is all detailed in the proposed timeline found later in the report.
59. Below is a summary of the latest consultation:
  - Option 3 was the most favoured by some way from chief officers/heads of service;
  - The structure needed to ensure we reflect priority for Education, as this is critical to developing skills, and supporting children post pandemic – this is reflected in the retention of the AD for Education and also creating a Director role that will support Education. As a result of feedback the AD role has been placed reporting to the Director of Prevention and Commissioning. This provides an improved balance between the two Director roles across the People Directorate;
  - There is strong support for customer and community integration, but to ensure this is very outward and builds on the work done in communities and adult services in supporting residents in our communities. As a result there is a proposed change, with volunteers, community sport development and local area teams moving into community services;
  - Strong support for ensuring adults and childrens retain capacity now for ensuring they can manage the financial pressures facing the service;
  - Some concerns have been raised that there has been a reduction of chief officers in Place given the scale of capital projects in addition to a large workload. This will be addressed at the next stage when grade 12/13 roles are reviewed. Ensuring adequate capacity to deliver key capital projects/programmes will be reviewed, as will ensuring specialist professional support for the Directors. In

response to the consultation it is proposed in option 3 to maintain an AD in place for a 6 month period to support the transition;

- It should also be noted that the model in place reflects the aspiration for a maximum of two tiers between the COO and Heads of service, and it is considered Place can move to that now along with some other areas of the Council; and
- There is support for additional capacity within Climate Change to move forward with this Council priority.

### Financial implications

60. Option 3 results in a net general fund cost of £2.008m. There have been a number of posts deleted at Corporate Director and Assistant Director, with an increase in Director posts. Within this option it is also proposed that 50% of the new AD for Policy & Strategy is funded from the existing Climate Change budget. This would therefore result in a net general fund saving of £80k when compared to the current structure. Specifically:
61. The proposal removes assistant directors from the Place directorate, however it is expected that there will be a number of grade 13 posts created through a revision of structures at heads of service to ensure the Directors are supported effectively and clearer accountability.
62. During 2020 we have already seen the posts of chief executive, deputy chief executive and director of CCS, and the Head of Finance and Procurement (3 posts) deleted. This has saved the council £124k per annum (excluding redundancy/pension costs). Within the council there was a net reduction of 1 senior post.
63. This phase covered within this report, sees an overall saving of some £79k on existing budget provision, with a reduction in the number of posts. The full financial impact is summarised below in terms of impact on different budgets.

<b>Costs</b>	<b>Current</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
General Fund	2,040,260	1,894,000	1,211,180	2,007,610
Funded from HRA	107,230	107,230	109,040	102,250
Funded by partners	53,620	53,620	65,680	65,680

<b>TOTAL COST</b>	<b>2,201,110</b>	<b>2,054,850</b>	<b>1,385,900</b>	<b>2,175,440</b>
<b>Funding from climate change budget</b>				<b>(53,620)</b>
<b>Net</b>	<b>2,201,110</b>	<b>2,054,580</b>	<b>1,385,900</b>	<b>2,121,820</b>
<b>Saving</b>		<b>146,260</b>	<b>815,210</b>	<b>79,920</b>

## Time Line

64. Due to the nature of the posts included within the scope of the review the timelines and level of consultation become more complex. However as with any restructure we must follow the councils policy's for consultation with staff, alongside the need for governance and consultation with the Executive and other elected members.
65. The table below shows key activity and timescales proposed, however these could be subject to change throughout the process as feedback from consultation is received and other impacts such as any changes in the pandemic. The Chief Operating Officer has delegated authority to determine suitable timescales for implementation, and during consultation timelines may be moved.
66. For information, the table below also shows the activity that has happened to date.
67. Timetable proposed, may be subject to change.

<b>Activity</b>	<b>Dates</b>
<b>Consultation</b>	
Share proposals with CMT, CLG, Heads of Service, Trade Unions and Executive.	w/c 9 November
Share Proposals with wide elected members – Group Leaders, request feedback by 27 November	w/c 9 November
Arrange feedback sessions for CLG with COO <ul style="list-style-type: none"> <li>- Group session</li> <li>- Individual sessions by request</li> </ul>	Between 16 – 27 November

Attend group meetings to discuss proposals – if requested	By 27 November
Consider all feedback and amend proposals where applicable to be considered by SMU	By 3 December 2020
SMU Paper Published including draft job descriptions	4 December 2020
SMU paper shared with all CLG, Trade Unions and all 47 elected members	4 December 2020
SMU Committee	14 December 2020
CLG Updated following discussion at SMU	15 December 2020
<b><u>Formal consultation Phase</u></b>	
First formal consultation meeting (30 day consultation period) with staff and the trade unions. Share the written proposal report, draft JD's and timeline. Share current JD's with all staff.	15 December 2020
In scope letter issued following consultation meeting.	15 December 2020
Group & individual consultation sessions through workshops / team meetings / 1:1's etc. All staff will be invited to attend an individual 1:1 meeting.  At 1:1 meetings, staff will be asked to confirm that their job description is the latest version.	15 December 2020 - 22 January 2021
End of consultation period & deadline for final feedback on the proposed structure and all JD's by staff and Trade Unions.	22 January 2021
New job descriptions go through Job Evaluation Process to confirm grades.	Wc 25 January 2021
Share final proposal with SMU for sign off.	Paper published 29 January for SMU on 1 February 2021
Meeting with staff and TUs to confirm the feedback considered, any amendments to the original proposal and to share the final structure and job description grades.	28 January 2021  Meet again if significant change at SMU on 1 Feb 2021



<b><u>IMPLEMENTATION PHASE</u></b>	
Assimilation panel held and outcome letters issued to staff.	4 February 2021
Staff identified at this stage as potentially 'at risk' provided with Redeployment Profile Form to complete and offered 1:1 meetings with manager.	5 February 2021
Allow 2 weeks for staff to complete. Staff placed on the redeployment register.	19 February 2021
Deadline for assimilation appeals (appeals received within 10 working days of the date of notification letter).	19 February 2021
Assimilation appeals.	Appeals to be heard 25 February 2021
Outcomes of the Appeals process notified to staff	25 February 2021
If necessary, competitive interviews take place – dependent upon the assimilation panel meeting outcome & any subsequent appeals.	Interviews week of 1 March 2021
Outcome letters (following interviews if take place) and/or invite to redundancy hearing letters issued to staff & 1:1 meetings to review and confirm next steps.	W/c 8/3/2021
Skills matching exercise (if necessary) to any remaining posts in structure, if applicable (for staff identified 'at risk' and placed on redeployment register - having completed Redeployment Profile Form).  Individuals notified of outcome of skills matching process.	
Redundancy hearings for staff identified as redundant due to either their post being deleted or not assimilated in to the new structure.	

Contractual notice is issued (dependant on timescales some individual's contractual notice may go beyond structure implementation date).	
Implementation date of the new structure.	1 April 2021
<b>THESE DATES ARE SUBJECT TO CHANGE DEPENDING ON THE OUTCOME OF THE CONSULTATION PROCESS.</b>	

## Council Plan

68. 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

69. Financial implications have been detailed in para 59 above.

### Human Resources (HR)

70. There are a number of HR implications and any restructure will be carried out in accordance with the Council's HR change management procedures. This procedure is under review and will be agreed following consultation and agreements with the trade unions. If it changes prior to formal consultation commencing then there may be changes to dates etc. All staff in scope will be advised.
71. As the changes affect chief officers, members are responsible for the appointments of Chief Officers. However the council has a duty to mitigate redundancy and therefore we will consider suitable alternative employment within the structure proposed and across the council.
72. In the proposals put forward all staff may be in scope of the review, however until SMU have indicated their preferred structure no formal notification will be given to any staff affected.
73. It is recommended therefore where staff assimilate at stage 1 (minimal change to the role) and there is no one else assimilated to that role, it is

recommended that staff will have a light touch suitability selection with a member panel. Where staff assimilate at stage 2 a suitability interview with members will be established.

## **Equalities**

74. At this stage of the process there are no known equalities implications, however, the Council needs to have due regard to the public sector equality duty, which will be kept under review via the completion of an equality impact assessment

## **Legal**

75. The Council is required to designate a post as the statutory Director of Children Services pursuant to the Children Act 2004 and is also required to designate a post as the statutory Director of Adult Social Services pursuant to the Local Authority Social Services Act 1970 as amended by the Children Act 2004.
76. It is possible for one post-holder to be appointed as both the statutory DCS and DASS.
77. All Chief Officer posts are politically restricted pursuant to the Local Government and Housing Act 1989.
78. The Council must ensure that its employment policies and procedures are followed so as to avoid any future legal challenge. The council is required to demonstrate they have mitigated compulsory redundancy in any restructure and CYC do this through their assimilation process. In addition, as these are Chief Officer roles then a members appointment panel considers suitability. In accordance with the Constitution, a member appointment panel will include at least one Member of the Executive.
79. The member panel must demonstrate why candidates put forward for consideration after assimilation are not suitable. Any unjustified reason may expose the council will be exposed to legal challenge should there be a decision not to approve the appointment. These could include a claim of unfair redundancy selection and / or constructive dismissal.

## **Crime and Disorder, Information Technology and Property**

80. There are no identified implications.

## **Risk Management**

81. 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**

82. It is recommended that Staffing Matters and Urgency Committee:

- Consider the options put forward in the report
- Agree to the Chief Operating Officer progressing with the implementation of the recommended option 3.
- Agree to set up the relevant Appointment Sub-Committees to carry out the necessary selection in line with the HR processes. That this committee delegates sufficient powers to the Sub-Committees enabling them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

Reason: To ensure the council has an appropriate Chief Officer structure to deliver the councils priorities.

**Author:**

Ian Floyd  
Chief Operating Officer

**Chief Officer Responsible for the report:**

Ian Floyd  
Chief Operating Officer

**Report  
Approved**

**Date** 03/12/2020

**Specialist Implications Officer(s):**

Debbie Mitchell, Chief Finance Officer  
Janie Berry, Director of Governance  
Trudy Forster, Head of HR

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the author of the report**

**Annexes**

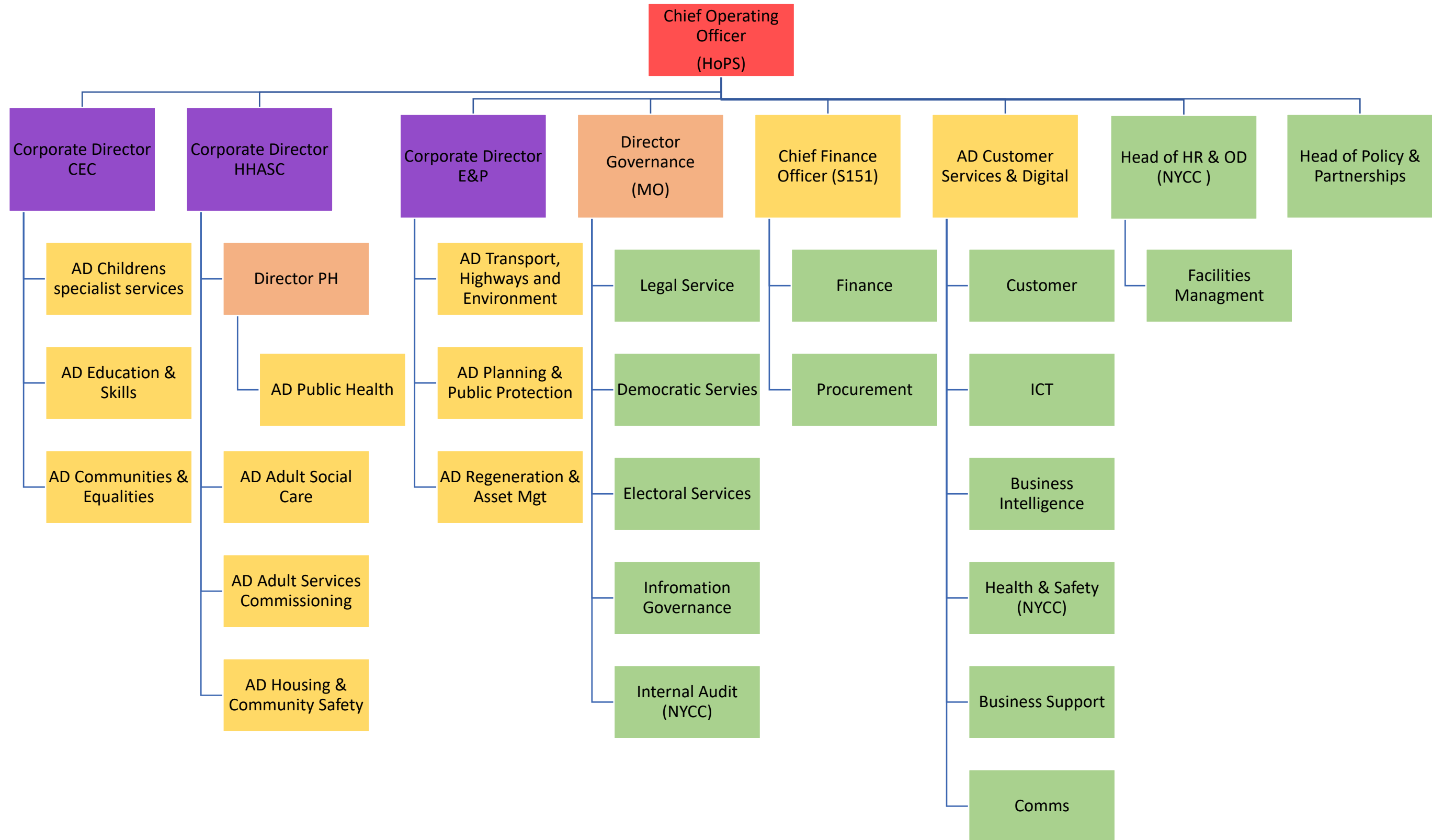
***Annex 1 – Options***

***Annex 2 – Draft Job Descriptions***

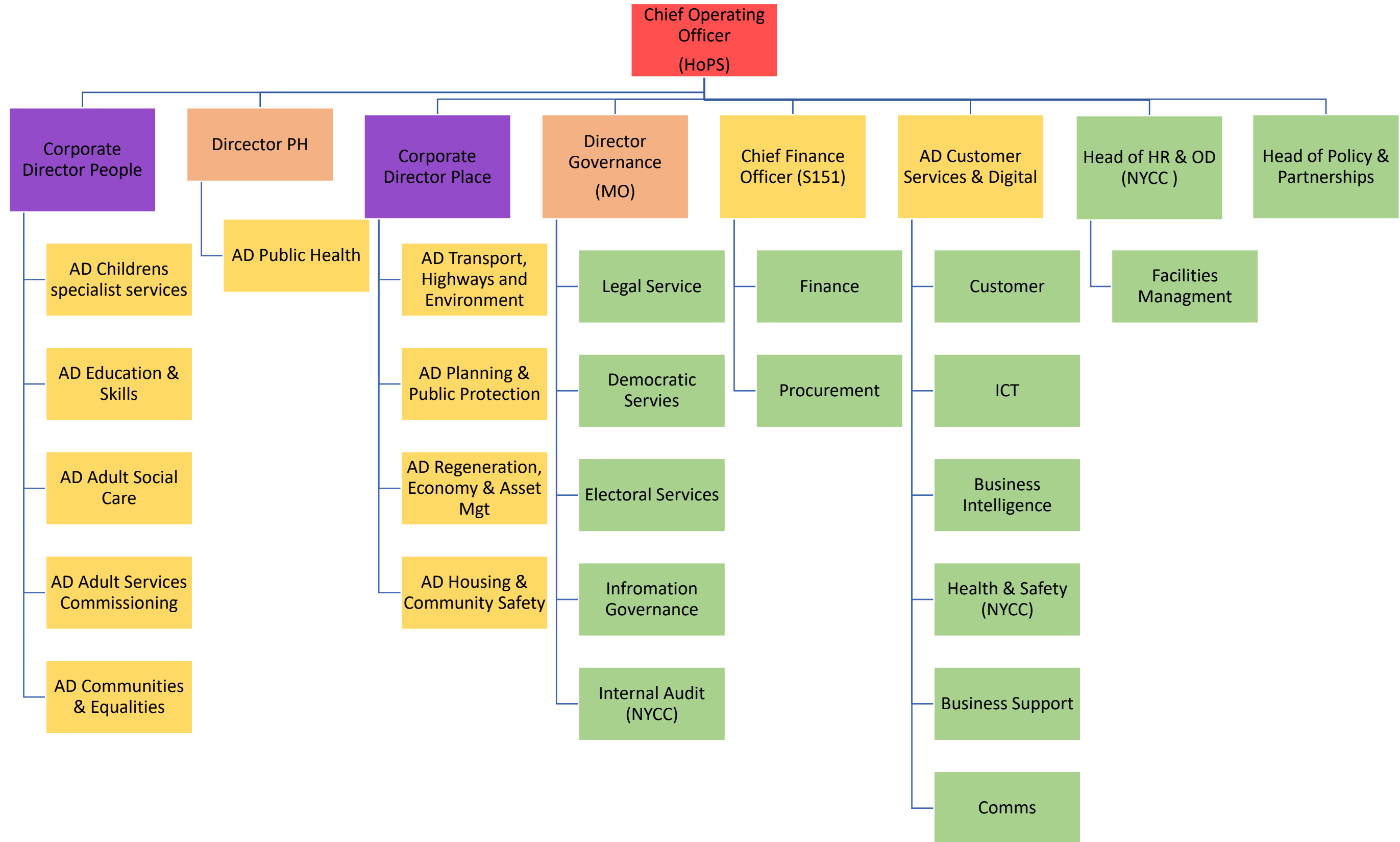
**Abbreviations**

CFO – Chief Finance Officer  
CLG – Corporate Leadership Group  
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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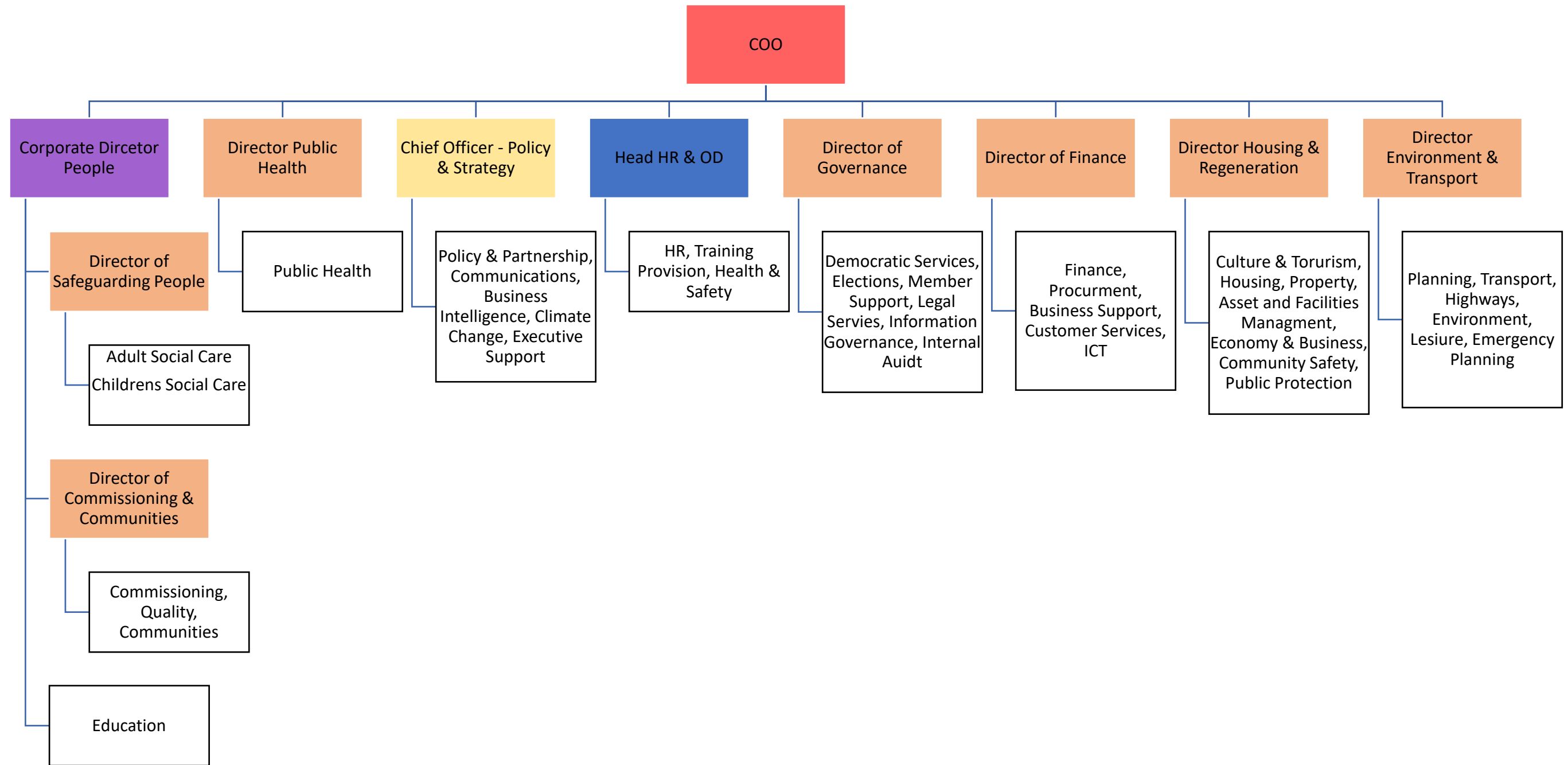


Option 1

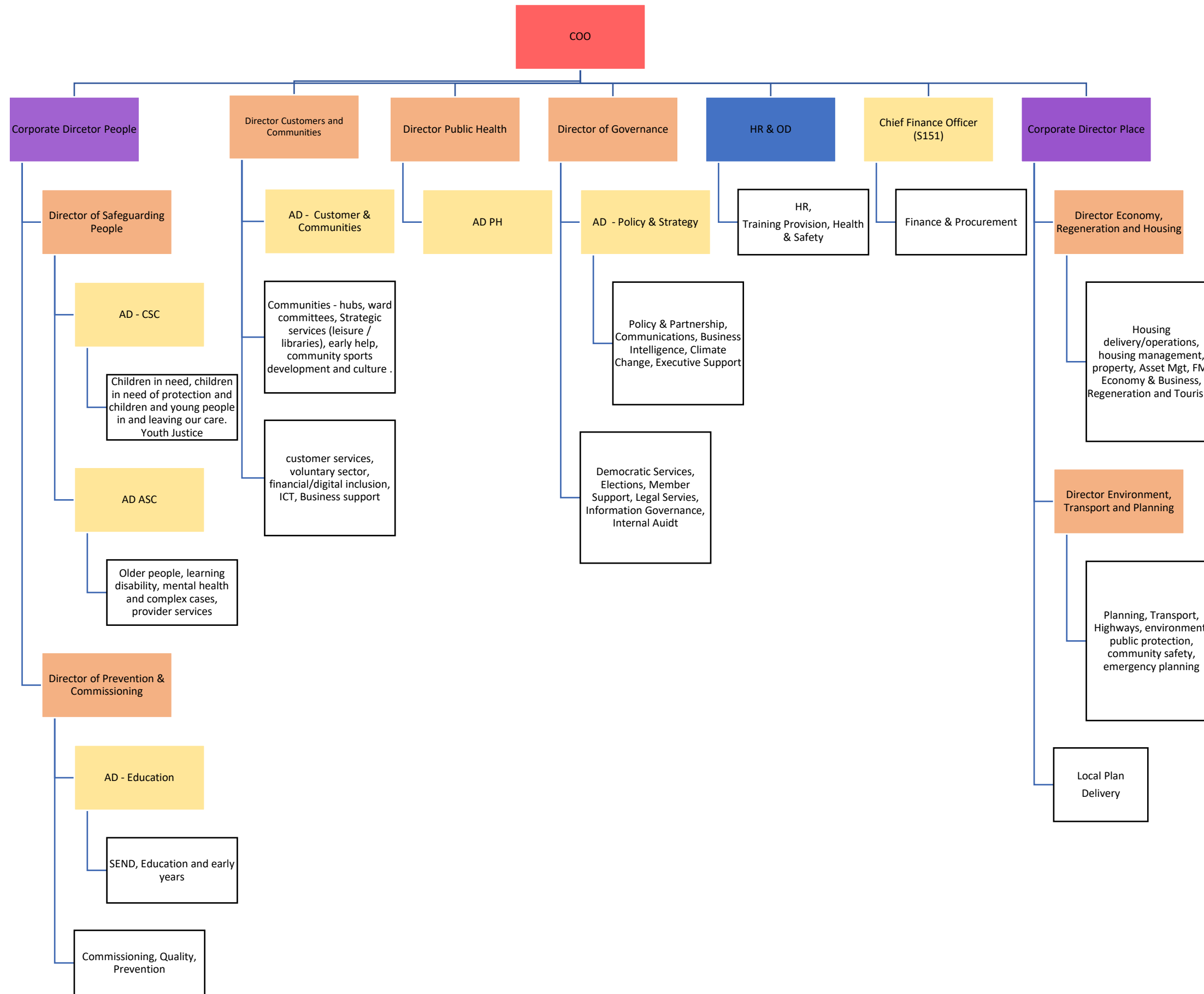




**Option 2** Please note all functions/teams may not be listed at this stage in the white boxes



**Option 3 Please note all functions/teams may not be listed at this stage in the white boxes**





## Role Profile

**JOB TITLE:** AD Adult Social Care

**DIRECTORATE:** People Directorate

**REPORTS TO:** Director of Safeguarding People

**DATE:** Nov 2020

---

### 1 PURPOSE OF YOUR JOB

To develop and implement an approach to adult social care that prevents reduces and delays health and care needs and enables adults to enjoy the best possible health and wellbeing. When required to provide services as part of an integrated system that enables York residents to exercise choice and control over how their needs are met.

### 2 DIMENSIONS

Revenue income	£27,491,000
Revenue expenditure	£75,738,000
5 yr Capital expenditure	£7,249,000
Direct reports	6
Indirect reports	414

### 3 PRINCIPAL ACCOUNTABILITIES

- Deliver the councils statutory requirements for Adult Social Care.
- Develop a community led support approach to adult social care (including the transition to adulthood) , that intervenes early, delivers high quality information advice and guidance and uses strength based practice to help people access the assets of

their communities, build resilience and remain as independent as possible.

- Deliver the councils duties to protect adults with care and support needs from abuse, neglect and from becoming drawn into terrorist activity, through providing leadership to the multi-agency safeguarding system,
- Be accountable for the standards, development and quality assurance of social work through the management of the Principal Social Worker (Adults).
- Ensure the provision of 24 hour services to those with serious mental health issues requiring the use of the Mental Health Act (1983) through the Approved Mental Health Professional Service.
- Deliver services through the use of the Mental Capacity Act 2005 to support and protect those lacking mental capacity including ensuring safeguards are in place where people may be deprived of their liberty.
- Deliver and transform in-house social care provision including older people's residential care, domiciliary care, accommodation with support, day time support and supported employment services, ensuring they are safe, effective, caring, responsive and well led.
- Deliver the national and local integration programmes through providing strategic leadership into the health and care system, forging relationships and structures that deliver integrated pathways and provision between adult social, other council services, the NHS and the community, voluntary sector and independent sectors.
- Act as the Caldicott Guardian for Adult Social Care

#### **4 JOB CONTEXT**

The operating environment for the job is one of increasing need and expectation. We have an ageing population developing more complex conditions and more younger people with care needs living into adulthood. This is in the context of a financially challenging time for the council and NHS partners.

This leadership role is about delivering excellent social care within these constraints through developing a community led model of support alongside commissioners who are using asset based community development and outcomes based, collaborative commissioning to the same end.

The role works both internally supporting and developing strategy and operational delivery models and across a partnership of statutory, voluntary organisations and agencies in order to re-design the health and social care system. This requires a major shift to a more community led and self-management approach and a shift of resources currently tied into institutional, bed based services into the community.

The role works closely with the NHS, other local authorities, the community and voluntary and independent sector in partnerships and their substructures. These include the Integrated Care Partnership, Health Care and Resilience Board, Mental Health Crisis Concordat, Safeguarding Systems Leaders Board, Community Safety Partnership and The Health and Wellbeing Board.

The role is responsible for delivering a number of statutory duties and outcomes under primary legislation and statutory guidance. These include Wellbeing and Safeguarding outcomes under the Care Act 2014, the Mental Capacity Act 2005 including deprivation of liberty safeguards and responsibilities under the Mental Health Act 1983 (amended 2007)

The job holder sets the objectives for the range of services under their remit and is accountable for their delivery. They have the authority to make decisions within the Council's delegations. They can also make decisions without further reference for example on complex and technical issues relating to service delivery.

The job holder proposes strategy and policy for appropriate sign off through council decision making routes. This requires regular contact with council members through working with the executive member, presenting recommendations and reporting progress and results to various council committees.

The role is part of the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

The job holder deputises for Corporate Director as required.

## **5 IMPACT & INFLUENCE**

The delivery of an effective adult social care department has a significant impact on the most vulnerable residents of York. The department's services are responsible for preventing reducing and delaying the care needs of individual customers and where eligible how their wellbeing outcomes under the Care Act 2014 are met. The role has a major impact on delivering better integrated, good quality and value for money services.

Providing an effective service means that people with support needs and their carers can continue to live fulfilling independent lives, exercising choice and control over their daily life.

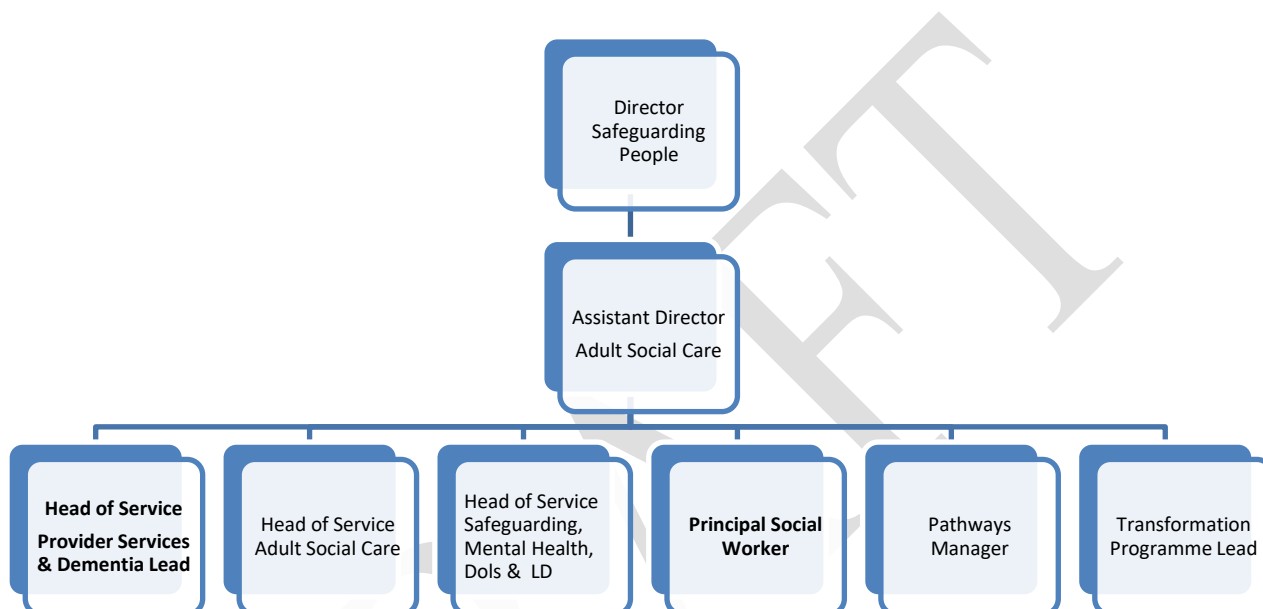
The role has a significant impact in developing the relationship between residents, the council and other statutory agencies. The role supports a shift towards enabling self-care and self management and away from intuitional responses to health and care needs. The job exerts influence to support the neighbourhoods and communities of York to develop the resilience and capacity to support this model

The role has significant impact in making York a place where vulnerable people are protected from abuse and neglect. The role through contributes to the safety of York through its 'prevent' counter terrorism remit. Additionally it and protects rights of some of the most vulnerable people in the community. This includes particular safeguarding arrangements for those in care home or hospital settings lacking the mental capacity to make decisions on their care, treatment and residence.

Through developing a strategic approach to integration around the individual and support delivered through self care and community approaches, the role has a significant impact on other organisations such as hospital trusts, primary care, the voluntary and independent sectors and NHS commissioners.

The job holder has a key influencing role on the whole social care and health system through the partnerships they develop with the independent and voluntary care sector, national, regional and local NHS organisations, citizen, customer and carer groups. Examples of this can be seen through the NHS reconfiguring its out of hospital services to integrate with local authority and the independent sector through a 'one team' approach.

## 6 ORGANISATION



**Provider Services & Dementia** – This head of services leads the transformation of in-house social care provision including older people’s residential care, domiciliary care, accommodation with support, day time support, equipment and telecare services and supported employment services. They act as the ‘nominated individual’ to ensure that council social care provision complies with CQC regulation and is safe, effective, caring, responsive and well led. They also lead on the strategic approach to dementia for the council.

**Adult Social Care** – This Head of service is responsible for the adult social care front door, providing information and advice guidance and early intervention. They are responsible for the integrated approach to intensive support and reablement services and the strength based approach to assessment of need through social work and occupational therapy. They lead on areas of integration of social work and OT teams with NHS, community sector and other providers and areas of joint working such as CHC.

Safeguarding and Mental Health, DoLs & LD – This head of service is responsible for our approach to making safeguarding personal, the delivery of the safeguarding adults service, the Prevent function, support to the Safeguarding Adults Board. They are also responsible for delivery the mental health social work service and duties under the Mental Health Act. They lead our approach to the Mental Capacity Act and ensure that we fulfil our duties under deprivation of liberty safeguards. They are responsible for the delivery of social work service for people with learning disability.

Principle Social Worker Adults – the PSW leads, oversees, supports and develops excellence in social work practice. They are responsible for developing effective supervision and decision making, quality assurance and practice improvement.

Pathways Manager. This temporary post plays a leadership role collaborating with the NHS and community and voluntary sectors to transform pathways in the York health and care system, enabling more people to live as independently for as long as possible at home. They work to develop pathways that; prevent the escalation of care needs that may lead to inpatient and residential admissions, respond to crisis in a way that enable people to retain their independence and enable people to leave hospital at the right time with the right support.

Transformation Programme Manager- This temporary post leads the transformation programme for Adult Social Care in York which is shifting the approach from a traditional deficit based model to an integrated strengths and placed based approach, delivering better outcomes for citizens, staff and the council.

## **7 HARDEST MOST DIFFICULT PART OF JOB**

The most challenging aspect of the job is to change the culture and practice of both adult social care and the wider health and care system from the current 'deficit' to a 'community led support' approach. This requires complete change in thinking and expectation from both citizens, people using services staff, and organisations.

A challenge for the job holder is to change and enhance the priority of the care sector in York. This is challenging nationally but is exacerbated further in York by the competition for staff at the care pay levels and the need to create alignment between economic and health & care strategies in the city.

Maximising and developing better collaborative working between the partners is challenging, it requires a large investment in relationship



building along with the ability to commit and sustain persuasive proposition over the long term, seeking opportunities to create strategic alignment and see these through to the point they create real change for communities.

The area of work in itself is sensitive and emotive. It is a target for public attention and criticism. Serious financial and reputational risks are constantly present due to the demand led and complex nature of the services. The job holder must be robust and able to work within such a very visible and scrutinised environment.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

Significant experience of senior leadership and management of adult social care in local government is required along with thorough knowledge and understanding of the legislative frameworks and key practice developments relating to adult assessment, adult safeguarding and adult social care provision.

A professional social work qualification and educated to masters level or equivalent.

The job holder needs a blend of creativity and clear values to think beyond the current arrangements for health and social care and to articulate to the wider system a vision for a more sustainable strengths based community led model,

The job holder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. They must be able to interpret complex information to develop plans, set priorities and problem solve. This requires the ability to analyse, draw conclusions, make decisions and manage risk.

The job holder must be experienced and highly skilled in the management of resources, large and highly complex budgets. Beyond the ability to identify efficiencies and deliver value for money, the budget holder needs to work with system partners on transformation that creates both sustainability and high quality outcomes.

The ability to lead and motivate a large department is critical to ensure delivery of results. Outstanding interpersonal skills are needed both for this and also to influence, negotiate and persuade all other key partners both internal and external.

Experience of negotiating significant contracts, commissioning services and monitoring provision of these is required.

DRAFT



## Role Profile

**JOB TITLE:** Assistant Children's Specialist Services

**DIRECTORATE:** People Directorate

**REPORTS TO:** Director of Safeguarding People

**DATE:** Nov 2020

---

### 1 PURPOSE OF YOUR JOB

To provide services that protect vulnerable children, to prevent or reduce care need or where necessary provide services which allow them to thrive in care.

### 2 DIMENSIONS

Revenue income	£4,801,000
Revenue expenditure	£24,923,000
Direct reports	9
Indirect reports	271

### 3 PRINCIPAL ACCOUNTABILITIES

- For delivering statutory services as required for children in Need or Children in Care
- For the provision of Early Help services to vulnerable children and young people
- For ensuring the Quality Assurance and Performance oversight of Children's Social Care Services
- For the delivery of Provision for Children in Care, to include Fostering and Adoption services
- For providing a Youth Justice Service for children and young people who offend and to divert and reduce offending behaviour.
- For the Provision of Specialist Disability Services for children and young people.

## 4 JOB CONTEXT

The role is responsible for delivering the council's statutory children's social care services and the performance of the council in this area is subject to Ofsted inspection

The work is fundamental in protecting children and young people and is complex, emotive and subject to great degree of scrutiny.

The role represents the council at regional and national forums associated with the improvement of children and young people's emotional and mental health plus other key regional and national strategic and consultative groups, including; Regionalisation of Adoption – including the arrangements for City of York to develop and host the North and Humber agency, National Transfer Scheme for Unaccompanied Asylum Seeking Children – including the leadership of an action plan commissioned by the ADCS for a Yorkshire and Humber response

The job holder leads and sets the objectives for the range of services under their remit and is accountable for their delivery. They have the authority to make decisions within the Council's delegations. They can also make decisions without further reference for example on complex and technical issues relating to service delivery.

The job holder proposes strategy and policy for appropriate sign off through council decision making routes. This requires regular contact with council members through working with the executive member, presenting recommendations and reporting progress/results to various council committees.

The role is part of the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

Will deputise for the Corporate Director as required.

## **5 IMPACT & INFLUENCE**

The role impacts in the most significant way on individual children and their families. At the most critical level they provide services to protect children from significant harm.

The services the job holder is accountable for impact on preventing children and families entering children's social care, but when they do the extent and quality of services they receive is critical.

The job holder has influence on both the operational delivery of services and the strategic direction of these. They must work with partners in both the voluntary and private sector to develop diverse, safe and high quality social care provision to meet the needs of children.

There are many critical decisions the job holder must make in their role, for example, they make decisions on care placements and adoption, decisions that have significant long term impact for children.

The job holder designs, develops and leads multi agency strategic partnerships which all contribute to cohesive quality services for children and young people. They must communicate 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

The Department for Education requires Local Authorities to discharge its adoption services through regional adoption arrangements; as such working in partnership with other relevant authorities also in the RAA is critical; effective relationships are key. Establishing and delivering best practice in this area is essential.

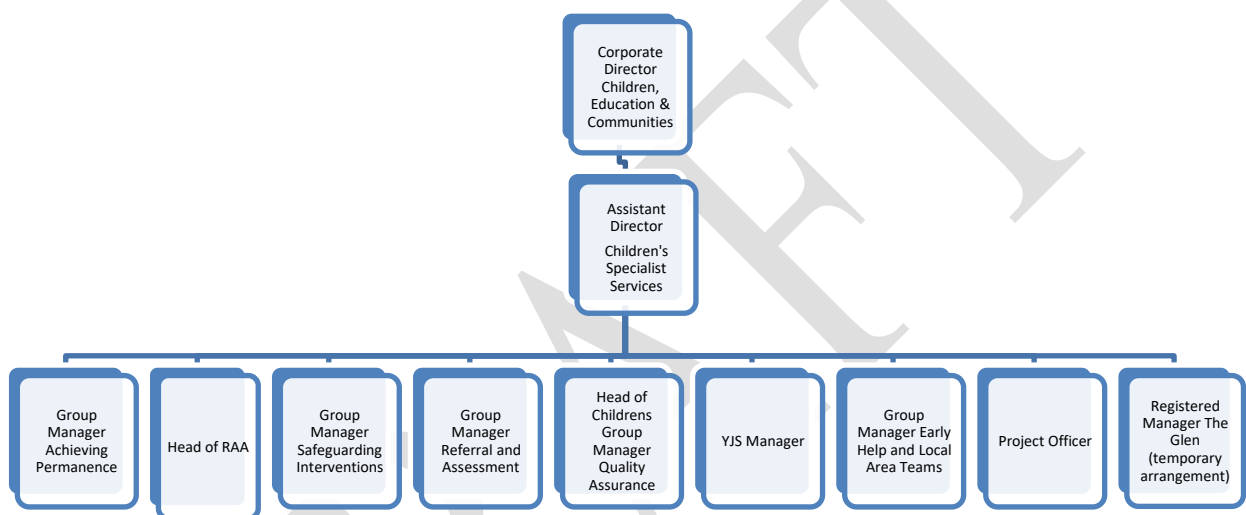
Leading the development of a local emotional and mental health strategy for children and young people in York also has direct impact, setting short and long term plans that will set the standards and services provided.

The role is required to deliver Peer Challenge in other local authorities so contributes to standards of care for children in other areas.

The success of the Youth Justice Service is important in reducing crime, supporting young people with community sentences and helping to change offending behaviour.

Critically, the post holder will work closely with Members to give assurance and confidence to support effective decision making.

## 6 ORGANISATION



Early Help and Local Area Teams – identification of children and families who need early intervention to prevent escalation of issues, provision of the Healthy Child Service and multi-agency partnership arrangements to ensure coordinated early help

Referral and Assessment – assessment of threshold for CSC intervention

Safeguarding Interventions – development of care plans, social work support and contact centre for looked after children

Achieving Permanence – care of looked after children, fostering and adoption, recruitment and marketing for foster carers and adopters, leaving care service.

Youth Justice Service - local crime prevention programmes, help for young people at the police station if they're arrested, help for young people and their families at court , supervision of young people serving a community sentence and stay in touch with a young person if they're sentenced to custody.

Residential Short Breaks, Community Short Breaks and Health and Disability social workers (temporary arrangement)

Quality Assurance – independent oversight of social care provided, systems and monitoring of quality, delivery of the statutory LADO role

Project Officer – transformation projects for children's social care, for example delivering the Centre of Excellence and Foster Care recruitment programme.

Head of RAA – oversees the effective discharge of adoption services across the sub-region; the RAA is hosted by CYC

## **7 HARDEST MOST DIFFICULT PART OF JOB**

This is a challenging role, in both scope and complexity.

The duty as Corporate Parent can provide challenging problems particularly with finding appropriate care for the most vulnerable and challenging children. Securing and keeping placements can be highly complex and require considerable negotiating skills.

The job holder has to manage services that work with the most challenging families and young people; this is emotionally difficult as well as requiring demanding decision making where there is potentially significant risk. Making the right choices all the time brings considerable pressure on both the job holder and the people within their teams.

Managing and developing the private market for care is challenging, more provision is needed and the job holder must build capacity whilst balancing quality, quantity and costs.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

The role requires significant experience of senior leadership and management in children's' social care along with a professional social care qualification.

The job holder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. They must be able to interpret complex information to develop plans and set priorities. Using high level problem solving skills to analyse information and trends, draw conclusions and prioritise decisions to manage risks.

The job holder must be experienced and highly skilled in the management of resources, large and complex budgets with the ability to identify efficiencies and value for money at a corporate and service level.

The ability to lead and motivate a large department is critical to ensure delivery of results. Outstanding interpersonal skills are needed to influence, negotiate and persuade all key partners both internal and external. Experience of developing collaborative relationships and inter-agency working is also important.

Experience of negotiating significant contracts, commissioning services and monitoring provision





## Role Profile

**JOB TITLE:** Assistant Director Education and Skills  
**DIRECTORATE:** People  
**REPORTS TO:** Director Prevention and Commissioning  
**DATE:** Nov 2020

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### 1 PURPOSE OF YOUR JOB

To ensure the council meets the statutory duties to ensure high quality, fair and accessible education to all children, young people in the City of York and to ensure that Special Educational Need and Disabilities (SEND) requirements are discharged effectively for the City of York.

### 2 DIMENSIONS

Revenue Income - £5819,000  
Revenue expenditure - £17499,000  
5 Year Capital Expenditure - £36050,000

Direct reports – 8  
Indirect reports - 66

### 3 PRINCIPAL ACCOUNTABILITIES

- Ensures provision of those statutory functions and responsibilities which fall within the scope of the Corporate Director in respect of standards and improvements in Schools, Early Years and SEND provision, excel and enhance the education offer and seek to narrow the gap for those most vulnerable.
- Responsible for ensuring that the education provision in York is fit for purpose and discharges the councils' statutory duty.

Achieved by effective monitoring of performance, challenged where required, and supported to improve for schools, early year settings, and all sectors for 16-19 year olds, or 0-25 for those children with special educational needs and/or disabilities.

- Ensures that the co-ordinated schools admissions duty is managed effectively and efficiently.
- Ensures that the duty to provide school transport is managed effectively and efficiently
- Works collaboratively with partners and other agencies to develop strong partnerships with educators in both maintained and academy settings to maintain a clear oversight of education provision in York.
- Provide a statutory safeguarding role for city of York council (CYC) committed to promoting the welfare of children and young people, taking appropriate action when concerns are raised.
- Manages the schools capital funding arrangements including Private Finance Initiatives (PFIs) and delivery of outcomes in partnership with the education community, ensuring it reflects demographic patterns and parental choice.

#### **4 JOB CONTEXT**

- In the context of national reform, seek to establish and champion system change which successfully impacts on key educational outcomes for all, where standards are met and delivered within financial, quality and performance measures.
- The job holder proposes strategy and policy for appropriate sign off through council decision making routes. This requires regular contact with council members through working with the executive member, presenting recommendations and reporting progress and results to various council committees.
- Lead necessary strategic change in a timely way through strong consultation and delivery processes which engage and listen to the views of all, including children, young people and their parents.
- The job holder sets the objectives for the service and is accountable for the delivery. They have the authority to make decisions within the Council's delegations. Applying knowledge and significant understanding of key issues to improve educational outcomes; identifying the needs of the service, setting strategic leadership and direction to the strategies and functions which support high quality learning experiences, monitoring performance, reviewing policies and standards, setting attainable objectives. Ensuring fair access to education for all children including SEND provision

- Produce reports and briefings to supporting the Corporate Director and Executive Member and a range of stakeholders (senior officers, staff and partner organisations) providing advice, ensuring they are fully informed about the service area so they have a clear view of performance.
- Maintains an overview of the virtual school for all children placed in care, negotiates external placements for specific children as required. Monitors children who fallout of the school system for whatever reason, maintaining an oversight of numbers of children for statutory purposes, with appropriate policies and procedures to ensure all children can access an education.
- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- As a Member of the Corporate Leadership Group is an active member of the Emergency Planning rota – on call for out of hours emergencies.
- This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.
- Will deputise for Corporate Director as required

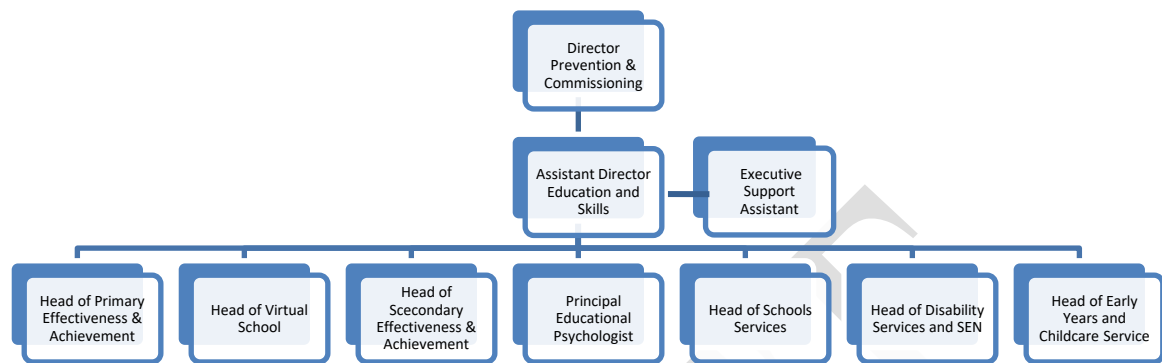
## **5 IMPACT & INFLUENCE**

- Transformational impact on all children, young people and SEND provision through championing key corporate priorities, ensuring collectively that the priorities of the high level plan are successfully delivered. By providing clear direction and innovative leadership to the strategies, functions and operational delivery of the service, directing the work of teams through the service plan, reviewed annually and through the PDR process.
- Formulate, promote and implement initiatives which maximise the effective use of resources for individual children's needs. This will include negotiation and work in partnership with other agencies to ensure effective operations.
- The post has significant impact on the quality of education through performance monitoring frameworks, undertaken quarterly. It is responsible for KPIs (key performance indicators) which reflect the quality of the education sector. An annual audit is undertaken for all York schools, taking a holistic review to monitor risk; any identified weaknesses or fall in standards are immediately targeted to receive support

interventions to mitigate risks and raise outcomes. All of this activity feeds into the assessment mechanisms generating the performance ranking in the education league tables, part of the continuous monitoring for Ofsted & Care Quality Commission (CQC).

- York is a mix of maintained and academy schools and this post needs to manage the extremely challenging partnership arrangements (6 different academy trusts, 2 different Diocese for Church schools). The authority is directly responsible for academic standards but it is not actually managing about half of the schools, which can lead to tension. Maintaining a positive working arrangement with the schools outside the council's direct influence is key to maintaining the high standing of York's education services. The skill necessary to achieve this cannot be under estimated, the issues are often very complex and require strong negotiating and persuasive skills.
- The post has considerable autonomy, with authority to remove failing governing bodies, to issue warnings to schools regarding performance and compliance; can advocate for children and families where a child is being disadvantaged by decisions within a school and can intercede on their behalf. The post can determine when to prosecute families for children's non-attendance at school
- Represents the council and education services on many boards locally and regionally in an advisory capacity, influencing achievement and standards. For example York Schools and Academies Board, Schools Forum; ensuring schools and governors are briefed on statutory changes and are compliant, this is reinforced through regular communications and site visits.
- Supports governors with performance management of head teachers, providing a source of advice and support.
- The role will require close working with other corporate directors, elected members and other senior colleagues across the council, promoting and supporting education and skills across the council and wider projects.
- The role is highly influential in the development of skills within the workforce; through the provision of apprenticeships within schools and Higher Education. As chair of the apprenticeship steering group they need to ensure that the council's all age skills plan will meet the wider city future skills requirements. Represents the City of York on the York, North Yorkshire and East Riding LEPs (Local Enterprise Partnerships).
- Participates in the continuous services assessment, including CQC and Ofsted inspections. Will undertake peer reviews regionally to promote best practice and improvement.

## 6 ORGANISATION



## 7 HARDEST MOST DIFFICULT PART OF JOB

- Facilitating and maintaining strong strategic partnerships in the York Education Sector to improve the outcomes for children and young people, which is exceedingly complex and challenging due to the diverse mix of maintained and academy trusts :
  - The York Schools and Academies Board
  - Schools Forum
  - Higher York
  - York, North Yorkshire and East Riding LEP Skills Board
  - Work with headteachers, and multi-academy trusts, dioceses
  - Multi-agency partners
  - Ofsted
  - DfE/Regional Schools Commissioners
- Resilience to be adaptable and flexible to meet the challenges of the role; the constant drive towards improvement and change, impacted by constant interruptions from both internal and external sources and the implications of political cycles; which has far reaching implications for the Education Sector.

## 8 KNOWLEDGE SKILLS & EXPERIENCE

Qualified teacher status

Significant experience of senior leadership and management in schools, preferably as a headteacher or in Childrens Services (Health, Local authority or other partners) is required. A thorough knowledge and understanding of the legislative frameworks and key practice developments relating to access and provision of school places together with technical understanding of the underpinnings of school improvement and confidence in delivering improvements is required for schools and children's' assessments, safeguarding and social care provision.

The job holder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. They must be able to interpret complex information to develop plans and set priorities. Using high level problem solving skills to analyse information and trends, draw conclusions and prioritise decisions to manage risks.

The job holder needs experience of constructively challenging schools and governing bodies to drive improvement; understanding when to deploy or commission relevant school intervention strategies and oversee monitoring of improvement progress.

The job holder must be experienced and highly skilled in the management of resources, large and complex budgets with the ability to identify efficiencies and value for money at a corporate and service level.

They require significant knowledge and experience of school revenue and capital funding arrangements including PFI, with delivery of outcomes in partnership with the education community. Ensuring new provisions are met within statutory arrangements.

The ability to lead and motivate a large department is critical to ensure delivery of results. Outstanding interpersonal skills are needed to influence, negotiate and persuade all key partners both internal and external. Experience of developing collaborative relationships and inter-agency working.

Experience of negotiating significant contracts, commissioning services and monitoring provision.



## Role Profile

**JOB TITLE:** Assistant Director – Policy and Strategy  
**DIRECTORATE:** Governance  
**REPORTS TO:** Director of Governance  
**DATE:** Nov2020

### 1. PURPOSE OF YOUR JOB

To provide strategic management oversight of the services within the remit of this role and play a key role in informing and shaping corporate strategy and priorities; to ensure the robust and effective performance monitoring and promote strong media and PR activity internally and externally.

### 2. DIMENSIONS

Revenue income	£tbc
Revenue expenditure	£tbc
Direct reports	tbc
Indirect reports	tbc

### 3. PRINCIPAL ACCOUNTABILITIES

- Proactive delivery of the council's policy, strategy and partnerships function working collaboratively with [key] stakeholders both internally and externally to respond to local, regional and national drivers as appropriate;
- Effective and efficient delivery of all projects and programmes linked with policy, strategy and partnership development;
- Oversee and embed the development and implementation of a carbon reduction strategy for the council which delivers the ambitions to become a carbon neutral city by 2030.
- Effective and efficient oversight of all aspects of the Council's performance management framework including business, economic and demographic intelligence.
- Robust, proactive and effective delivery of a professional and diverse communications. PR and marketing function which

delivers internal and external communications activity to improve the council's reputation and ensure York's residents, partners, elected members, staff and key stakeholders understand and fully engage with the council's agenda and priorities. This includes supporting the promotion of York as a destination for culture and tourism.

- Proactively contribute to the strategic management of the Governance Department

#### **4. JOB CONTEXT**

The job role is accountable for a number of key service areas:

- Corporate Policy
- Business Intelligence
- Climate Change
- Communications and Marketing

The remit covers areas of high profile projects and programmes such as devolution, local government reorganisation and Brexit transition.

The postholder will need to work collaboratively with the Corporate Management Team and other Chief Officers to ensure there is a consistent and coordinated approach to partnership working.

The role is part of the Departmental Management Team and the job holder actively contributes to its strategic and operational management to ensure delivery of both Departmental and corporate aims and objectives.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's

The role supports the Director of Governance as required (excluding statutory functions).

#### **5. IMPACT & INFLUENCE**



This is a strategic role required to proactively deliver a number of key corporate services across the organisation.

The role is expected to be able to strongly influence and act as an ambassador both internally externally with established and emerging stakeholders.

This post will be influential in supporting the Corporate Management Team, the Leader of the Council and the Executive so as to enhance, promote and preserve the Council's global reputation.

## **6. ORGANISATION**

Structure chart to be provided

## **7. HARDEST MOST DIFFICULT PART OF JOB**

Balancing the highly political and operational demands of the competing work areas and delivering solutions in often pressured and time limited periods

## **8. KNOWLEDGE SKILLS & EXPERIENCE**

The role requires significant experience of senior leadership and management preferably in a political or similar organisation.

The postholder will be educated to degree level or equivalent.

The postholder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. The postholder must be able to interpret complex information to develop plans and set priorities. Using high level problem solving skills to analyse information and trends, draw conclusions and prioritise decisions to manage risks in often time sensitive periods.

The postholder must be experienced and highly skilled in the management of resources, large and complex budgets with the ability to identify efficiencies and value for money at a corporate and service level.

The ability to lead and motivate people is critical to ensure delivery of results. Outstanding interpersonal skills are needed to influence, negotiate and persuade all key partners both internal

and external. Experience of developing collaborative relationships and inter-agency working is also important.

The postholder will be highly politically astute.

The postholder will be able to demonstrate robust decision making skills so as to give an assurance of integrity and transparency.

## **9. ADDITIONAL INFORMATION**

This is a politically restricted post.

The postholder will support the Director of Governance to seek innovative ways to maximise opportunities for teams to work together to bring about improved efficiencies and performance in service delivery.

The postholder and its service area will provide support to help deliver the elections as and when required.



## Role Profile = DRAFT

**JOB TITLE:** Director – Customer and Communities  
**DIRECTORATE:** Customer and Communities  
**REPORTS TO:** Chief Operating Officer  
**DATE:** Nov 2020

### 1 PURPOSE OF YOUR JOB

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 the Council to deliver excellent service to our customers and support for communities.

To encourage resilient and resourceful communities to gain more control over their lives. To increase access to culture, leisure, learning, skills and employment to improve equalities and enhance residents lives.

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

The specific areas of responsibility include the following:

- **Customer and Digital**
- *Customer Services including Registrars and bereavement services*
- *Health & Safety*
- *Business Support*
- *ICT*
- **Communities and Culture**
- *Explore York*
- *Leisure facilities*
- *York Museums Trust*
- *York CVS*
- *CA York*
- *Make It York*
- *other cultural organisations and projects*
- **Communities and Equalities**
- **York Learning**

**2 DIMENSIONS** = roughly from 2 ADs, to update (+ any from CEC?)

Revenue Income	£4,148,000 + £48m(?) +?
Revenue Expenditure	£ 8,958,000 + £51m(?) +?
5 Year Capital Expenditure	£ 5,121,000 + ?? +?
Direct reports	4
Indirect reports	190 + 160 +?

**PRINCIPAL ACCOUNTABILITIES**

- a. Manage the Council's relationship with the cultural and heritage sector to deliver the city's cultural strategy
- b. Manage the Council's relationship with the voluntary and faith sectors, *working with CVS* to create a shared vision and strategy for the sector
- c. Lead partnership arrangements to ensure the Council's contribution to York City of Human Rights and progress is delivered against the priorities identified in the city's indicator report
- d. Accountable for the council's equalities performance including "voice of experience" arrangements to ensure that the needs of York's various communities of identity / people with protected characteristics are identified and their voices heard
- e. Deliver a robust neighbourhood working function: *enabling ward members, as informed community champions, to engage residents effectively, leading ward teams in the delivery of local priorities, increasing community capacity with greater participation in devolved decision-making, volunteering, and increased local area pride*
- f. *Commission / contract manage services including: Explore York, the council's leisure facilities, York Museums Trust, York CVS, CA York, Make It York, other cultural organisations and projects*
- g. *Manage York Learning to deliver learning opportunities that improve people's skills for work and improve their health and well-being*
- h. Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that grows revenue and minimises cost without detriment to services.
- i. Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and delivers exceptional service to residents and partners

- j. 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
- k. *Undertakes the statutory responsibilities of the Proper Officer for the York Register Office*
- l. *Accountable for the delivery of customer service and ensuring financial control eg payroll, council tax, business rates, adults social care income, benefits and recovery*
- m. *Experience of working in partnership with third sector organisations to deliver improvements in welfare support and financial inclusion in the city*
- n. *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*
- o. 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
- p. Support the Council and Chief Operating Officer 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.
- q. Develop strategic plans to set direction and deliver key organisational objectives.
- r. Facilitate corporate working across services, encouraging innovation and creativity to help build integrated service delivery and improvements and ensure a corporate response to the development of services.
- s. Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and / OR delivers exceptional service to residents and partners.
- t. Take lead responsibility for putting in place arrangements to meet the requirements of external inspectors in respect of annual and other performance assessments
- u. Represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- v. Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens.

- w. Develop and maintain a corporate performance management regime ensuring the monitoring and reporting of performance, early identification of potential issues in order to take decisive and effective corrective action

### **3 JOB CONTEXT**

The postholder has to work closely with politicians of all parties, delivering objectives within the legislative and statutory frameworks.

The post is primarily concerned with city leadership being the council's principal lead in the areas of culture, community engagement, and equalities / human rights.

York is increasingly recognised internationally for its unique interface between exceptional heritage and contemporary art, and that York residents and businesses are proud to be engaged with the city's arts and heritage offer, leading to greater investment and increased participation.

The council encourages resilient communities, less reliant on the council and other agencies for help, equipping people to play a part in community life and enabling residents to be more resourceful and to have more control of their own lives.

*Provides a conduit for dialogue between the council and the community sectors through championing community activities; assisting the change in culture from one of service provisions to one of self help, where assistance is provided to enable communities to grow and develop their own volunteer provision. Putting in place appropriate support mechanisms to achieve independence longer term.*

*Ensures that elected Members are fully aware of the city's strategic plans and that they are positively, pro-actively and appropriately engaged, and enabled to provide appropriate leadership and to respond effectively to the expressed ambitions of the cultural sector*

*Access and equalities are increased for York residents through delivery of the Fairer York strategy and development of York City of Human Rights*

*The Council's learning services support York residents to achieve the best they possibly can through learning, skills and employability programmes that suit their needs*

*Responsible for client/management relationships for groups such as "Make it York" whose remit is inward investment, business support, destination management, tourism strategy, events and marketing for York. The board's membership is diverse with representatives from all sectors including two councillors and this post. It is proactive and*

*independent, but requires support from this role to link it to the council's strategic agenda and maintain strong relationships with the council's executive.*

*Commissioning services using appropriate frameworks to ensure service improvement, capital investment, long-term sustainability, and reduced reliance on council funding. Managing the reporting arrangements to scrutiny and relationship with the wider council and members, as well as with other agencies. Relevant services including:*

- *Explore York (the city's library service), which is so much more than just a library service, maintaining provision and re-inventing the experience, becoming community hubs.*
- *The council's sports and leisure facilities*
- *York Museums Trust*
- *Make It York*
- *York Learning*

*Neighbourhood Agenda – develops the council's approach to neighbourhood working. Supporting ward members to develop well-informed ward priorities, drawing on residents' views and informed by a robust statistical ward profile, the intelligence of other agencies and community partners working in the ward, and the broader council agenda, e.g. around public health. Developing capacity, through supporting local residents to get involved in local decision making and communities to take increasing responsibility for taking initiatives to address local issues and priorities.*

*Developing partnership arrangements capable of driving implementation of the city's cultural strategy and increasing investment in cultural product from a more diverse range of sources including businesses in the city. Ensuring that York maximises the benefits of its UNESCO City of Media Arts status by raising awareness within the city, putting together governance arrangements to drive it, and developing international links with other cities with the same status to open up tangible benefits.*

*Providing a platform to promoting York's unique offer in terms of destination, economy, education and lifestyle, providing opportunities to forge new partnerships and grow the York brand.*

*Responsible for maintaining and reviewing the equalities priorities for the council, ensuring there are effective mechanisms so that the council is held accountable for its performance and people with protected characteristics are identified and have a voice. Such as setting up the armed forces covenant to support service personnel and families.*

The role leads the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

This role is part of the emergency planning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

The job holder deputises for other Directors as required.

#### **4 IMPACT & INFLUENCE**

They must be able to communicate effectively with all groups, at political, business and community levels.

The postholder sits on local partnership boards influencing and steering these both for future strategies and for funding programmes, as CYC and regional plans feed into each other.

This role contributes to the development, articulation and communication of a clear vision for the development of key aspects of York as a successful city, and provides a framework to ensure an effective and shared programme of joined up strategy with key partners.

The job holder is in a position to identify opportunities which impact on the wider community to the benefit of all, it requires imagination and vision to see potential; to see how supporting projects can generate positive outcomes. Using their influence and networks to bring interested parties together to achieve these ends. The net benefit to the public is that York is a more prosperous place, offering a rich cultural experience, making it a better place to live and work.

*The job holder works across the council, highlighting key themes from the council's principal agenda and linking them into the wider community, working with relevant stakeholders across the city to ensure their understanding of the council's direction of travel, forging closer ties and identifying opportunities for joint working and collaboration.*

*The job holder is responsible for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activities that grow revenue and minimises cost without detriment to services. They also are instrumental in engaging and maximising investment from others in the cultural sector to improve the cultural offer and support key strategic agenda items e.g. tourism, economic strategy, health and wellbeing, the Local Plan, One Planet York the*



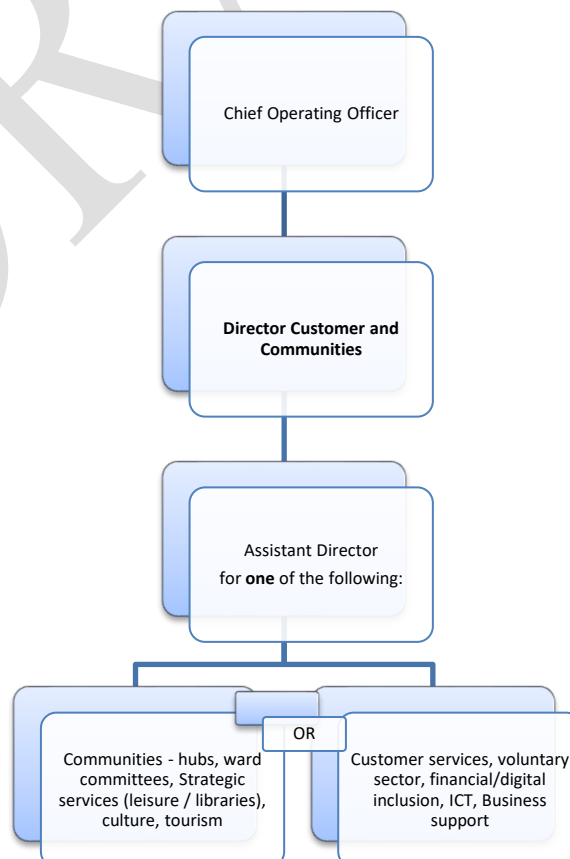
*city's strategy, for example: Engaging the city's key cultural institutions to support their development and connect them to the city's agenda and engaging Arts Council England and other relevant national bodies to maximise their investment in York.*

*Communication and attaining cooperation is a key function in this role. Most activities now focus on the move away from prescribed services to a position of self-help, where the post holder uses their extensive experience and connections to assist in the setup of independent community based groups; persuading new ways of thinking and working, connecting ideas and working solutions which involve challenging the current practices.*

*Pursuing new ways to raise the profile of the city, such as trying to attain recognition as a World Heritage site. This post is a member of working group set up to try to gain this status. Lending their considerable experience and expertise, assisting the bid by gathering evidence to prove York merits this recognition, which may identify other ways to promote the unique offer of brand York.*

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.

## 5 ORGANISATION



## 6 HARDEST MOST DIFFICULT PART OF JOB = to revise?

Being able to demonstrate the impact of the role in the short-term as much of the work has long-term outcomes. In the case of some measures it is hard to isolate the impact of this post from that of other partners given the collaborative nature of the role and in any event the impact is only visible through the ability to review progress over a longer time period, often many years. The benefits to the public are that lifestyles are enhanced by a diverse cultural offer, with available leisure opportunities; economically there is greater prosperity with higher value jobs greater health and wellbeing and the additional benefits that brings, making York a great place to live, study and work.

Managing the changes in political leadership which can change focus so that it is at odds with the current direction, the challenge is to sell the cultural focus and bring sides together to see the benefits.

## 7 KNOWLEDGE SKILLS & EXPERIENCE

- Knowledge and understanding of local government, organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement. *Specifically will need a thorough understanding of the role of culture and tourism in the delivery of economic, social and health and wellbeing benefits.*
- Wide experience of building, leading and maintaining strategic inter-agency partnerships to deliver strategic outcomes with demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives.
- *Experience of deploying community engagement and development techniques, facilitating community led service delivery, co-production, and social enterprises to address identified need and assist cohesion*
- *Understanding of equality, diversity and human rights practice and the Public Sector Equality Duty at a level commensurate with providing organisational and city leadership to place fairness and equality at the heart of all strategic activity.*
- Experience of negotiating significant contracts, commissioning services and monitoring provision

- Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement
- 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  
OR
- 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
- *Experience in managing a wide and varied range of Support Services*
- *Develop and implement a range of corporate strategies and policies relating to:*
  - *Financial Inclusion*
  - *Commercial income generation*
  - *Business Assurance and Performance frameworks*
  - *Customer service*
- *Awareness of current issues relating to ICT and digital transformation in local government*
- *Highly developed awareness, and passion for, the delivery of customer services and associated digital service delivery strategies including channel shift and digital inclusion*
- *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.*
- *Experience of developing, implementing and leading corporate performance and business assurance frameworks.*
- *Experience of working in partnership with third sector organisations to deliver improvements in welfare support and financial inclusion in the city*
- Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media

Substantial experience at senior management level, working in a political, complex, multi-functional organisation which should include:

- Experience of developing and delivering strategies to meet organisation objectives and achieve planned results
- Experience of strategic and operational resource management, with strong analytical skills and an aptitude for developing clear vision and direction to overcome complex problems

- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies.
- A detailed knowledge and understanding of leading edge service delivery and the ability to translate this into service transformation.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce to achieve significant, sustainable service improvements and outstanding results.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members.
- Outstanding interpersonal and communication skills to relate effectively to employees, Council Members, the general public and other stakeholders to engender respect, trust and confidence.

DRAFT



## Role Profile - DRAFT

**JOB TITLE:** Director Economy, Regeneration and Housing

**DIRECTORATE:** Place

**REPORTS TO:** Corporate Director - Place

**DATE:** Nov 2020

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### 1 PURPOSE OF YOUR JOB

Provide leadership and strategic direction, inspire team working and high standards of service delivery within the service areas ensuring that mechanisms are put in place to sustain and improve performance to enable the Council to deliver the Council Plan.

Using the Council's role as facilitator of economic activity and the deployment of the Council's Commercial and Housing assets to deliver better housing, employment and social outcomes for the residents of York.

In utilising the Council's assets to also seek to use innovative approaches to public private partnering in order to accelerate economic growth and housing provision.

In order to maximise the benefits of delivery of these objectives where possible, maintain or seek commercial revenue growth opportunities for Members to consider re investment in assets or Council Services and to do so in the context of the Council's Carbon reduction objectives.

The specific areas of responsibility include the following:

- Economic Growth
- Regeneration
- Housing delivery/operations
- Housing management
- Council Commercial and surplus Assets
- Facilities Management

## 2 DIMENSIONS

Revenue income	£5,099,000	(+ proportion of 74,409k)
Revenue expenditure	£2,123,000	(+ proportion of 74,856k)
5 yr Capital expenditure	£23,872,000	(+ proportion of 199,322k)

Direct reports	10
Indirect reports	350+

## 3 PRINCIPAL ACCOUNTABILITIES

- a. Develop and maintain a corporate performance management regime ensuring the monitoring and reporting of performance, early identification of potential issues in order to take decisive and effective corrective action across all areas of delivery.
- b. Develop strategic plans to set direction and key organisational objectives in respect of the City's economy and Council assets.
- c. Develop economic, housing and asset strategies that seek to deliver better employment, housing and social outcomes including carbon reduction for York residents.
- d. Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens. In particular delivery of Economic strategies will require influence and partner working including Make It York, the Council's arm's length destination company. The Business Improvement District and commercial and employment representative bodies.
- e. Responsible for the operation of an extensive commercial portfolio with significant revenue generation and direct relationships with commercial tenants.
- f. Responsible for the safe operation of the Council's housing provision, regulation of private sector housing provision and ensuring housing options are available so that the council can meet its statutory duties in the housing of vulnerable people and reducing homelessness.
- g. Responsible for the operation of all non-operational council land and property, current assets to ensure they are fit for purpose, are operating effectively and contributing to the delivery of council strategic objectives and supporting the council budget.
- h. Responsible for the Facilities Management functions associated with the Council's operational facilities.

- i. Responsible for developing Housing sites for general needs and supported housing including acquisition, construction and sales, and strategically lead on the Council's housing enabling role, ensuring that the authority facilitates were possible optimal levels of affordable homes in developments in the city
- j. Responsible for developing regeneration sites and commercial investment opportunities including acquisition, disposal, construction and partnerships.
- k. Responsible for development of and repurposing of operational assets as required by services including acquisition, construction and handover to Council services.
- l. In respect of the delivery of all projects associated with undertaking of the role ensure sound project management principals, risk appraisals, gateways and business case development is embedded thereby ensuring Members are properly advised and informed to make decisions necessary to deliver projects effectively and cost effectively on behalf of the Council. Responsible for openness and transparency in the development and delivery of services and projects including extensive and genuine engagement with the residents and stakeholder proportionate to the scale of the matter at hand.
- m. Support and deputise for the Corporate Director in the corporate and strategic management of the Directorate. Lead, plan and deliver the Directorate's corporate priorities including existing and new legal responsibilities and functions conferred upon the council.
- n. Represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- o. Provide the strategic lead in developing Housing sites for general needs and supported housing, and lead on the Council's housing enabling role, ensuring that the authority maximise on the affordable element of new developments in the city
- p. Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens.

#### **4 JOB CONTEXT**

The role is part of the Corporate Directorate Management Team and the postholder contributes to the strategic and operational

management of the Council to ensure achievement of both directorate and corporate aims and objectives.

The postholder has to work closely with politicians of all parties, and undertake extensive public engagement to develop the strategic and delivery response to the service challenges, and public expectations within the legislative and statutory frameworks.

The role requires an extensive knowledge of the statutory environments within which the service operates and to be able to ensure the commissioning of the appropriate specialist legal, financial and technical advice to ensure that service delivery and regulatory compliance are maintained across the functions the role is responsible for.

The postholder must develop complex multi-faceted commercial and property based projects, and thereby maintain and manage relationships with senior representatives of partners, stakeholders, contractors and a wide variety of government departments to be effective in the role.

Operationally the postholder is responsible for the Council's role as landlord to in excess of 7000 tenants, all its commercial tenants, and for the provision of accommodation to a number of the Council's operational services. This involves extensive statutory obligations, Council objectives and includes the safe provision of buildings and maintenance regimes for the delivery of these functions. These obligations therefore require the postholder to operate a comprehensive and effective performance management culture to ensure these duties are fulfilled.

The postholder has responsibility for a number of wider regulatory functions in particular in housing and must therefore ensure that the Council fulfils its duties as regulator in such a manner that seeks to achieve the objectives of legislation rather than in a per functionary manner that whilst compliant fails to deliver the outcomes for the public.

The postholder must also deliver on objectives over which they have little direct control through facilitation which can involve cross-directorate or cross organisational working (eg housing, economic, commercial engagement, cultural, tourism). It can also mean consultation and collaboration with chairs and senior members of external bodies (e.g. chairs and directors of Network Rail, NHS, Universities, NRM, and the Dean of the Minster). The postholder works to deliver the projects and report back to formal and informal cross organisation boards.

This also involves public speaking and presenting to work and industry related bodies, in the public sector, and to private sector e.g. building companies.



This role is part of the emergency planning rota and the postholder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the Council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

The postholder deputises for Corporate Director as required.

## **5 IMPACT & INFLUENCE**

The postholder has a major involvement with and impact on city, regional and national issues.

They must be able to communicate effectively with all groups, at political, business and community levels. The postholder is tasked with seeking to deliver better employment, housing and social outcomes including carbon reduction for York residents and therefore has a fundamental role in influencing the lived experience of every York resident and the 7 million plus visitors and workers that come to the City each year. This influence and the scale and nature of assets deployed to achieve the strategic outcomes thereby has a significant influence on the whole York economy and the appetite for commercial and Government investment in the City. This influence extending through commercial, housing, retail and industrial asset classes

Some projects require major complex procurement and the postholder steers and oversees the tactics required, to gain beneficial deals in procurement and thereafter the proactive management of contracts e.g. for the Guildhall project.

Impact is both long and short term; strategies are in the main between 3 to 5 years, although the Local Plan and the Housing Revenue Account business plans are for a 30 year period. This contrasts with the impact of housing adaptations and repairs which have immediate impact for tenants and on the housing stock.

The postholder is influential in delivering the right number and mix of housing using information provided from sources such as the Local Plan and Joint Housing Strategy.

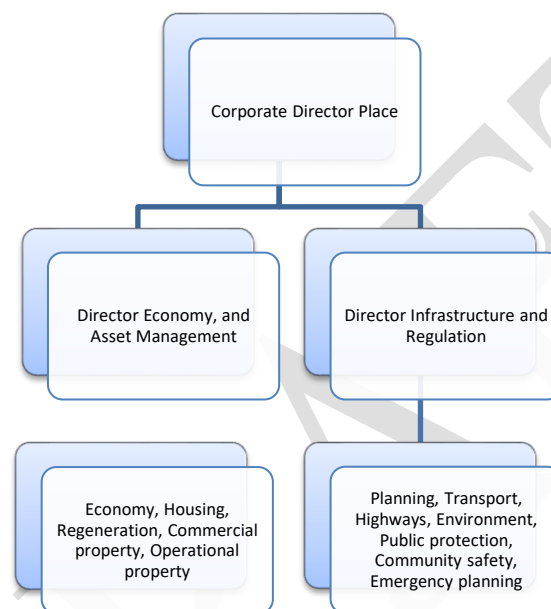
They must make decisions as what housing development the Council can undertake, identify opportunities to buy further land and on whether existing Council sites are still fit for purpose or can be re-generated or redeveloped; maximising and making best use of existing assets.

They are influential in generating additional provision with the external private developers by maximising the planning gain (percentage of

affordable housing in developments). They also need to build influence with housing associations to mobilise them to take on development opportunities and increase the affordable housing stock in the city.

The role is influential in maintain standards of housing in the private sector both owner occupied and rented homes through the licensing and inspection regimes. This is fundamental in developing good quality, safe and affordable rental properties for York residents.

## 6 ORGANISATION



## 7 HARDEST MOST DIFFICULT PART OF JOB

To oversee a coherent strategic approach across multiple asset classes and facilitate the mobilisation of Private sector partners, Government, stakeholders and gain public support.

The political will and ambitions affects direction, and the focus can change depending on the manifesto of leading parties e.g. balancing investment opportunities vs commercial profit for income vs social benefits, translating the administration's ambitions into reality is a key challenge for this role.

Seeking and securing funding and partners for major projects, such as recently: £155m for the enabling infrastructure to deliver York Central; £90m for the Castle Gateway project; £20m for regeneration of Guildhall.

To be able to make quick decisions on areas not previously exposed to – learn the subject, absorb, use and implement as necessary. (e.g. affordable housing)

Working with Members, and getting decisions made for proposals, requires resilience, flexibility and a range of strategic and technical skills.

The role is strongly rooted in effective Partnership working which requires sophisticated stakeholder management skills and strong personal credibility.

Dealing with stakeholders / public engagement and their expectations also requires excellent strategic and communication skills.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

- Considerable success in delivering complex multi-disciplinary change programmes and large complex capital schemes
- Experience of managing large and diverse operational and commercial property portfolios
- Strong commercial skills with significant experience in complex contract negotiation and management
- Experience of leading complex partnership development, and a strong track record of partnership working to deliver ambitious change agendas
- Understanding of a range of complex commercial, property and planning legal issues
- A broad understanding of local government legislation with regard to finance, asset management and planning
- Experience of structuring engagement and consultation plans for public engagement programmes
- Significant experience of identifying and mitigating corporate and project risks
- Experience of delivering economic development outcomes
- Significant experience of leading large scale public procurement exercises
- Significant experience of financial modelling and business case development
- Educated to degree level preferably in a relevant discipline
- Project Management Qualification (Prince 2 or equivalent experience)

Substantial experience at senior management level, working in a political, complex, multi-functional organisation which should include:

- Experience of developing and delivering strategies to meet organisation objectives and achieve planned results

- Experience of strategic and operational resource management, with strong analytical skills and an aptitude for developing clear vision and direction to overcome complex problems
- Ability to manage large and complex public sector budgets with an emphasis on value for money and efficiencies.
- A detailed knowledge and understanding of leading edge service delivery and the ability to translate this into service transformation.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce to achieve significant, sustainable service improvements and outstanding results.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members.
- Outstanding interpersonal and communication skills to relate effectively to employees, Council Members, the general public and other stakeholders to engender respect, trust and confidence.



## Role Profile = DRAFT

**JOB TITLE:** Director Environment, Transport and Planning

**DIRECTORATE:** Place

**REPORTS TO:** Corporate Director - Place

**DATE:** Nov 2020

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### 1 PURPOSE OF YOUR JOB

Provide leadership and strategic direction, inspire team working and high standards of service delivery within the service areas ensuring that mechanisms are put in place to sustain, and improve performance to enable the Council to deliver the Council Plan.

Through the provision, maintenance, servicing and expansion of Councils infrastructure and regulation of commercial and private activity deliver a public environment conducive to enhancing the lived experience and opportunities of residents, visitors and businesses of York.

In managing Infrastructure and the regulatory environment seek to use innovative approaches to public/private partnering in order to accelerate improvements in public and built environment.

In order to maximise the benefits of delivery of these objectives where possible maintain or seek additional Government infrastructure investment to give opportunities for Members to consider additional Council investment in infrastructure or changing regulatory regimes and to do so in the context of the Councils Carbon reduction objectives.

As the corporate Emergency Planning and Business Continuity lead, to check that plans and structures are in place across CYC directorates, in case of potential emergency scenarios, so that essential services can continue to operate.

The specific areas of responsibility include the following:

- Planning
- Transport
- Highways

- Environment
- Public Protection
- Community Safety
- Emergency planning

## 2 DIMENSIONS

Revenue income	£22,304,000	(+ proportion of 74,409k)	+	£4,752,000
Revenue expenditure	£41,223,000	(+ proportion of 74,856k)	+	£5,796,000
5 yr Capital expenditure	£279,381,000	(+ proportion of 199,322k)	+	£79,000

Direct reports	8
Indirect reports	400 plus

## 3 PRINCIPAL ACCOUNTABILITIES

- Develop and maintain a corporate performance management regime ensuring the monitoring and reporting of performance, early identification of potential issues in order to take decisive and effective corrective action across all areas of delivery.
- Develop strategic plans to set direction and key organisational objectives in respect of the City's infrastructure and regulatory regimes.
- Develop Infrastructure and regulatory strategies that seek to deliver a public environment conducive to reducing anti-social behaviour and enhancing the lived experience and opportunities of residents, visitors and businesses of York including carbon reduction objectives for the City.
- Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens. In particular partner working will include Yorwaste, Make it York the Councils arm's length companies. The Business improvement district and commercial and employment representative bodies.
- Responsible for the effective and efficient operation of the Councils Planning Functions, so that the Chief Planning Officer can meet the Council statutory duties as a Planning Authority.
- Responsible for the safe operation of the Councils Highway and Transport networks, so that the Council can meet its statutory duties as a Highways Authority.

- g. Responsible for the safe operation of the Councils Waste and Public Realm, so that the Council can meet its statutory duties for public realm, as a Waste Collection and Waste Disposal Authority and Fleet operator.
- h. Responsible for the effective and efficient operation of the Councils Public protection functions, so that the Council can meet its statutory duties in respect of Trading Standards, Environmental Health, Licencing and community safety.
- i. Responsible for developing infrastructure and public realm including acquisition, construction and maintenance, and strategically lead on the council's enabling role through infrastructure provision.
- j. Responsible for the effective and efficient operation of the regional Trading Standards investigation team.
- k. Responsible for openness and transparency in the development and delivery of services and projects including extensive and genuine engagement with the residents and stakeholder proportionate to the scale of the matter at hand.
- l. Emergency Planning and Business Continuity, the postholder leads the team responsible for checking and coordinating plans from across the council, to ensure that all areas are covered and up to date in the case of emergency events. These can include local factors such as flooding, or national issues such as terrorism activities.
- m. Support and deputise for the Corporate Director in the corporate and strategic management of the Directorate. Lead, plan and deliver the Directorate's corporate priorities including existing and new legal responsibilities and functions conferred upon the council.
- n. Facilitate corporate working across services, encouraging innovation and creativity to help build integrated service delivery and improvements and ensure a corporate response to the development of services.
- o. Represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- p. Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens.

## 4 JOB CONTEXT

The role is part of the Corporate Directorate Management team and the postholder contributes to the strategic and operational management of the Council to ensure achievement of both directorate and corporate aims and objectives.

The postholder has to work closely with politicians of all parties, and undertake extensive public engagement to develop the strategic and delivery response to the service challenges, and public expectations within the legislative and statutory frameworks.

The role requires an extensive knowledge of the statutory environments within which the service operates and to be able to ensure the commissioning of the appropriate specialist legal, financial and technical advice to ensure that service delivery and regulatory compliance are maintained across the functions the role is responsible for.

The postholder must develop complex multi-faceted commercial and property based projects, and thereby maintain and manage relationships with senior representatives of partners, stakeholders, contractors and a wide variety of government departments to be effective in the role.

Operationally the post holder is responsible for the Council's role as Highways Authority, Waste Collection and Disposal Authority, Public realm including parks and open spaces. This involves extensive statutory obligations including the Operator's licence for the Council's fleet, Council objectives and includes the safe provision of public infrastructure and maintenance regimes for the delivery of public spaces. These obligations therefore require the post holder to operate a comprehensive and effective performance management culture to ensure these duties are fulfilled.

The post holder has responsibility for the majority of the regulatory function in respect of commercial and private activity within the City and the reduction of anti-social behaviour and must therefore ensure that the Council fulfils its duties as regulator in such a manner that seeks to achieve the objectives of legislation rather than in a per functionary manner that whilst compliant fails to deliver the outcomes for the public.

This role is part of the emergency planning rota and the postholder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

The postholder deputises for Corporate Director as required.



## 5 IMPACT & INFLUENCE

The postholder has a major involvement with and impact on city managing some of the Councils most visible services, regional and national issues.

They must be able to communicate effectively with all groups, at political, business and community levels. The post holder is tasked with seeking to deliver an environment conducive to reducing anti-social behaviour and enhancing the lived experience and opportunities of residents, visitors and businesses of York including carbon reduction objectives for the City.

This role therefore has a fundamental role in influencing the lived experience of every York resident and the 7 million plus visitors and workers that come to the City each year. This influence and the scale and nature of infrastructure and regulations deployed to achieve the strategic outcomes thereby has a significant influence on the whole York economy and the appetite for commercial and Government investment in the City. This influence extending through all aspects of the City's day to day activities and long term goals.

Impact is both long and short term; strategies are in the main between 3 to 5 years, although the Local Transport Plan has in excess of a 10 year coverage. This contrasts with the impact of the significant operational activity in Public Realm, Waste and Highways which have immediate impact for residents and the City's Highway network.

The postholder is influential in delivering the right infrastructure mix for the city and using information provided from sources such as the Local Plan, Local Transport plan and Highways Asset Management Plan.

They must make decisions as what infrastructure development the council can undertake, identify opportunities to provide further infrastructure and on whether existing infrastructure is still fit for purpose or can be re-purposed or redeveloped; maximising and making best use of existing infrastructure.

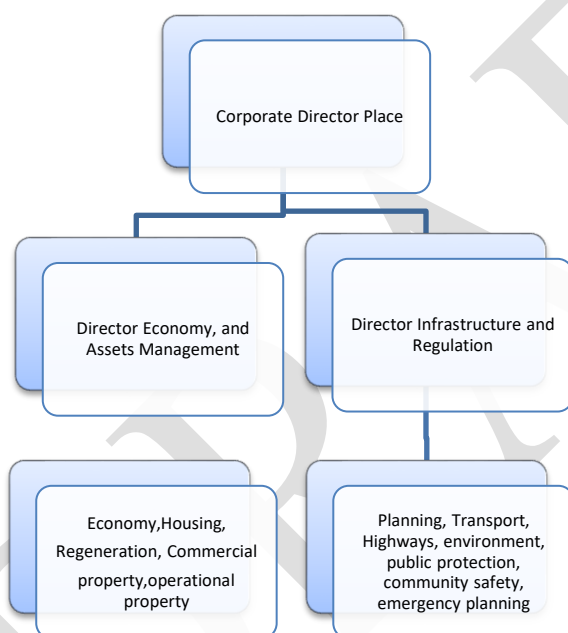
They are influential in generating additional infrastructure provision with the external private developers by maximising the planning gain. They also need to build influence with transport providers such as Network Rail, Bus operators and new technology providers to mobilise them to take on service expansion opportunities and increase the infrastructure and services available to the City.

The role is influential in maintaining standards of behaviours in the public realm and in businesses through licensing and inspection and enforcement regimes. This is fundamental in developing good quality, safe environment for the residents, businesses and visitors to York.

The postholder has two corporate roles across the council as a whole.

- Fleet and Operators Licence
  - Responsible for ensuring the council's fleet of vehicles is appropriate to deliver the services
  - Ensuring that all the council complies with the requirements of the DVSA for a commercial fleet
- Emergency Planning and Business Continuity
  - The postholder is responsible for ensuring that the Council is prepared for emergency situations and has plans in place e.g. rest centres, and has business continuity plans in place for a range of scenarios e.g. flooding and terrorism.

## 6 ORGANISATION



## 7 HARDEST MOST DIFFICULT PART OF JOB

To oversee a coherent strategic approach across infrastructure and regulation and facilitate the mobilisation of Private sector partners, Government, stakeholders and gain public support.

The political will and ambitions affects direction, and the focus can change depending on the manifesto of leading parties. e.g. balancing investment in new infrastructure vs maintenance vs social benefits, translating the administration's ambitions into reality is a key challenge for this role.

Seeking and securing funding and partners for major projects, such as recently: £155m for the enabling infrastructure to deliver York Central; £80m for the Outer ring road; £36m for regeneration of front of station.

To be able to make quick decisions on areas not previously exposed to – learn the subject, absorb, use and implement as necessary. (e.g. Electrification of fleet)

Working with Members, and getting decisions made for proposals, requires resilience, flexibility and a range of strategic and technical skills.

The role is strongly rooted in effective Partnership working which requires sophisticated stakeholder management skills and strong personal credibility.

Dealing with stakeholders / public engagement and their expectations also requires excellent strategic and communication skills.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

- Considerable success in delivering complex multi-disciplinary change programmes and large complex capital schemes
- Experience of managing large and diverse operational and infrastructure portfolios
- Strong commercial skills with significant experience in complex contract negotiation and management
- Experience of leading complex partnership development, and a strong track record of partnership working to deliver ambitious change agendas
- Understanding of a range of complex commercial, property and planning legal issues
- A broad understanding of local government legislation with regard to finance, asset management and planning
- Experience of structuring engagement and consultation plans for public engagement programmes
- Significant experience of identifying and mitigating corporate and project risks
- Significant experience of leading large scale public procurement exercises
- Significant experience of financial modelling and business case development
- Educated to degree level preferably in a relevant discipline
- Project Management Qualification (Prince 2 or equivalent experience)

Substantial experience at senior management level, working in a political, complex, multi-functional organisation which should include:

- Experience of developing and delivering strategies to meet organisation objectives and achieve planned results

- Experience of strategic and operational resource management, with strong analytical skills and an aptitude for developing clear vision and direction to overcome complex problems
- Ability to manage large and complex public sector budgets with an emphasis on value for money and efficiencies.
- A detailed knowledge and understanding of leading edge service delivery and the ability to translate this into service transformation.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce to achieve significant, sustainable service improvements and outstanding results.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members.
- Outstanding interpersonal and communication skills to relate effectively to employees, Council Members, the general public and other stakeholders to engender respect, trust and confidence.



## D I R E C T O R   R O L E   P R O F I L E

**JOB TITLE:** Director – Governance

**DIRECTORATE:** Corporate Services

**REPORTS TO:** Chief Operating Officer

**DATE:** Nov 2020

### 1 PURPOSE OF YOUR JOB

To provide strategic leadership and support to members and officers to enable effective decision making and ensure transparency and compliance across the council by championing good governance. To work with the Councils Executive to ensure the achievements of the corporate objectives and the needs of the council are met. To be the guardian of the Council's constitution and democratic process.

To steer policy, strategy development and communications across the council supported by business intelligence.

To work collaboratively with other partners in the wider city and region governance systems. To ensure robust and transparent governance arrangements for the Council and to maximise the opportunities for residents and communities.

To support the Chief Operating Officer in the corporate and strategic management of the Council.

### 2 DIMENSIONS

Total Budget:	£ xxm
People:	c xx fte
Premises:	as per portfolio
Equipment:	as per portfolio
Projects:	as per portfolio

### 3 PRINCIPAL ACCOUNTABILITIES

#### Strategic

- 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 whole organisation meets the needs of the current administration.
- To ensure that members and officers are aware of their roles and provide the necessary training and development to ensure consistency and quality of decision making.
- To ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio.
- To support executive members in policy formation, development and providing briefings in their respective portfolio areas.
- To support the Council and Chief Operating Officer in the corporate management of the Council. Lead, plan and deliver the Councils corporate priorities including existing and new legal responsibilities and functions conferred upon the council.
- 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.
- Pro-actively seeks opportunities to represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- 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.
- To leads the formulation and application of strategy for the portfolio within the context of the overall CYC Council plan
- To lead on strategy and policy development in line with the council plan and decision sof the Executive.

- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility

### **Business operations**

- Lead the governance framework and the Council's decision making process to ensure effective and timely decisions are made in accordance with the law and the Council Constitution.
- To perform the statutory Monitoring role and functions for the Council.
- To work in partnership with Members and the Chief Operating Officer to provide effective policy development and implementation to support the decision making processes of the Council.
- To review, interpret and report new and revised legislation, guidance and practice and recommend appropriate action and policy development.
- To ensure governance models either internally or externally are robust and transparent for the Council and proactively develop new approaches to ensure the Council maximises the best opportunities for residents and communities.
- Strategically develop a Member leadership development programme to support members in their community and council leadership.
- Responsibility for the strategic lead of Audit functions and arrangements for the Council. Providing assurance through the council's committee structure as required.
- To co-commission with the Section 151 Officer to implement the councils audit plan and provide relevant assurance through effective monitoring.
- Encourage innovation, creativity and support improvement through development, learning, best practice and celebrating success.
- To support the Chief Operating Officer in the corporate and strategic management of the Council as a member of the Corporate Management Team to develop, deliver and monitor the Councils strategies, objectives and priorities.

- To work with the Chief Operating Officer and Members to provide corporate leadership, vision and strategic direction of the Council, encouraging joined up working across all Directorates and leading by example.
- To take the lead on strategic cross cutting themes, initiatives or projects across the Council.
- Strategic responsibility for the civic function and supporting the Lord Mayor and civic party.
- Compliance with the statutory requirement of information and data and investigate and deal with complaints ensuring they are dealt with systematically and used to drive improvement.
- To support the Chief Operating Officer in the conduct and management of elections and the delivery of the election registration process.
- Responsibility for the Council's performance and assurance framework.
- To ensure Business Intelligence is responsive to the needs of the Council and executive members.

## **Partnership**

- Identifies key stakeholders and develops an engagement plan that ensures that CYC is engaging appropriately to deliver improved partnerships and, consequently, service outcomes.
- Identifies and supports new governance arrangements and activities that support the Council in achieving its priorities.
- 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.
- Responsible for building and strengthening the relationship between members and officers.



- To maintain positive and effective working relationships with elected Members of the Council to ensure effective communication, engagement and leadership of the Council.
- Responsible for the development and training of all elected members to support them in carrying out their role on behalf of the electorate.

### **People Leadership and Management**

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

### **Programme and Project Management**

- Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and delivers exceptional service to residents and partners
- Takes lead responsibility for identifying, sponsoring and ensuring the delivery of performance improvement projects

- Accountable for ensuring project delivers sustainable results for the benefit of the organisation and the City of York

## **Equality and Diversity**

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

## **4 KNOWLEDGE SKILLS AND EXPERIENCE**

### **Knowledge**

- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification (such as qualified lawyer or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement
- Understanding of collaboration with partners and the governance arrangements needed to ensure the council is protected.

### **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, including members.

### **Experience**

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

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

- Senior experience in providing high level legal advice to a large and complex organisation
- Thorough understanding of the legal framework that local authorities operate within
- Knowledge and experience of the democratic process within local government

## 6 Portfolio

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

- Legal Services including Complaints, FOIs and Official correspondence
- Civic and Democratic services
- Elections
- Audit Services
- Policy & Strategy
  - Business Intelligence
  - Climate Change
  - Communications
  - Policy & Partnerships

DRAFT



## Role Profile

**JOB TITLE:** Director of Prevention and Commissioning

**DIRECTORATE:** People

**REPORTS TO:** Corporate Director of People

**DATE:** November 2020

### 1 PURPOSE OF YOUR JOB

To ensure through partnership working and integration that the council has in place an outcome based commissioning and quality improvement framework which meets the statutory sufficiency responsibilities in adults, children's, education and SEND services.

### 2 DIMENSIONS

TBC once finalised

Revenue Income	£
Revenue Expenditure	£
Better Care Fund	£
Direct reports –	3
Indirect report –	

### 3 PRINCIPAL ACCOUNTABILITIES

- To lead the ongoing integration of services, to ensure the development and implementation of a strategic plan for the public which is responsive to community needs.
- Develop market shaping strategies to ensure the right services for care are available in York and commissioned at the right quality, quantity and price.
- To ensure all services meet stat requirements for quality and review and deliver effective outcomes.

- To ensure the involvement of parents, carers, vulnerable adults, children and young people in the review and development of services.
- To deliver the statutory functions and responsibilities in respect of standards and improvements in Schools, Early Years and SEND provision, with the intent to enhance the education offer and seek to narrow the gap for those most vulnerable.
- Develop strategic plans to set direction and deliver key organisational objectives.
- Facilitate corporate working across services, encouraging innovation and creativity to help build integrated service delivery and improvements and ensure a corporate response to the development of services
- Represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens.
- Develop and maintain a corporate performance management regime ensuring the monitoring and reporting of performance, early identification of potential issues in order to take decisive and effective corrective action

#### **4 JOB CONTEXT**

This role (along with the Director of Safeguarding People) is one of two new senior level roles in the organisation. These roles demonstrate the investment and focus on these crucial areas of work. The job holders will work together to review and shape the relevant services to bring about service improvement and outcomes for people in York.

This is a joint role operating in both the council and the VoY CCG covering the commissioning of social care services, SEND and education and the statutory function in relation to quality and improvement in adults, children and education.

Outcome based commissioning is based on a model of analysis and understanding of community need and strengths, understanding input which demonstrate effectiveness in achieving outcomes, rigorous quality assurance and service review and service redesign, service and market development and performance management to ensure outcomes are achieved.

Regular contact with council members through working with the executive member, presenting recommendations and reporting progress and results to various council committees is required.

The job holder has the authority to make decisions within the Council's delegations up to £50,000 but will regularly be presenting proposals over £500,000 and £1 million to the Corporate Director and Chief Finance officer.

The role is part of the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

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

The job holder will support and deputise for the Corporate Director in the corporate and strategic management of the Directorate

This role is part of the emergency planning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

## **5 IMPACT & INFLUENCE**

The role has a major impact on delivering better integrated, good quality and value for money care which directly affects the wellbeing outcomes and life chances for York residents.

## **6 ORGANISATION**

Structure to be confirmed but is likely to include:

- Head of Commissioning
- Head of Quality Assurance
- Head of Prevention and Integration
- Assistant Director of Education

## **7 HARDEST MOST DIFFICULT PART OF JOB**

The most challenging aspect of the job is maximising and developing better collaborative working between the key partners

Ensuring sufficiency duties are met and delivering quality and value for money.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

Substantial experience at senior management level, working in a political, complex, multi-functional organisation which should include:

- Experience at senior level in both the health and local authority setting is essential for this role with thorough knowledge and understanding of the legislative frameworks, governance, health and social care provision
- Experience of negotiating significant contracts, commissioning services and monitoring provision.
- Experience of developing and delivering strategies to meet organisation objectives and achieve planned results
- Experience of strategic and operational resource management, with strong analytical skills and an aptitude for developing clear vision and direction to overcome complex problems
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies.
- A detailed knowledge and understanding of leading edge service delivery and the ability to translate this into service transformation.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce to achieve significant, sustainable service improvements and outstanding results.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members.
- Outstanding interpersonal and communication skills to relate effectively to employees, Council Members, the general public and other stakeholders to engender respect, trust and confidence.





## Role Profile

**JOB TITLE:** Director Safeguarding People

**DIRECTORATE:** People

**REPORTS TO:** Corporate Director People

**DATE:** November 2020

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### 1 PURPOSE OF YOUR JOB

To ensure high quality, safe and effective social work practice for adults and children.

### 2 DIMENSIONS

#### TBC

Revenue income	£
Revenue expenditure	£
Direct reports	2
Indirect reports	

### 3 PRINCIPAL ACCOUNTABILITIES

In discharging the responsibilities of Adult Social Care and Children's Social Care they will:

- Ensure that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself.
- Secure the provision of services which address the needs of all children and young people, and for all adult client groups, including the most disadvantaged and vulnerable, and their families and carers.
- Ensure people accessing support are consulted and involved in the development and delivery of local services. (For children this should have regard to the General Principles of the United Nations Convention on the Rights of the Child)

- Develop strategic plans to set direction and deliver key organisational objectives.
- Facilitate corporate working across services, encouraging innovation and creativity to help build integrated service delivery and improvements and ensure a corporate response to the development of services
- Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and / OR delivers exceptional service to residents and partners.
- Take lead responsibility for putting in place arrangements to meet the requirements of external inspectors in respect of annual and other performance assessments
- Represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- Identify and work with key stakeholders to align priorities and resources to deliver improved partnership working and services that achieve better outcomes for York's citizens.
- Develop and maintain a corporate performance management regime ensuring the monitoring and reporting of performance, early identification of potential issues in order to take decisive and effective corrective action

#### **4 JOB CONTEXT**

This role (along with the Director of Prevention, Commissioning and Education) is one of two new senior level roles in the organisation. These roles demonstrate the investment and focus on these crucial areas of work. The job holders will work together to review and shape the relevant services to bring about service improvement and outcomes for people in York.

The council's statutory children's social care services and the performance of the council in this area is subject to Ofsted inspection. The post holder will be responsible for ensuring compliance and continuous improvement with these regulatory frameworks

The role is responsible for delivering adult social care services which are compliant with the Care Act 2014 and all other relevant legislation. The post holder will work closely with colleagues in commissioning and quality to ensure seamless service provision.

The job holder proposes strategy and policy for appropriate sign off through council decision making routes. They have the authority to make decisions within the Council's delegations. This requires regular contact with council members through working with the executive

member, presenting recommendations and reporting progress/results to various council committees.

Supports the Corporate Director in the management of the Directorate. Lead, plan and deliver the Directorate's corporate priorities including existing and new legal responsibilities and functions conferred upon the council.

Deputises for the Corporate Director in the corporate and strategic management of the Directorate when required.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

## **5 IMPACT & INFLUENCE**

This post is the most senior social worker in the Authority. It ensures the most vulnerable people in our community are supported to be safe and to live their best life. This post will be the corporate champion for vulnerable adults and children in our care.

## **6 ORGANISATION**

To add chart once finalised

Referral and Assessment – assessment of threshold for CSC intervention

Safeguarding Interventions – development of care plans, social work support and contact centre for looked after children

Achieving Permanence – care of children in our care, leaving care service.

Youth Justice Service - local crime prevention programmes, help for young people at the police station if they're arrested, help for young people and their families at court , supervision of young people serving a community sentence and stay in touch with a young person if they're sentenced to custody.

Provider services

Head of RAA – oversees the effective discharge of adoption services across the sub-region; the RAA is hosted by CYC

Assessment, care planning and review

Complex care – safeguarding MH and DOLS

Hospital discharge

Re-ablement and intensive community support

## **7 HARDEST MOST DIFFICULT PART OF JOB**

This role is responsible for all of the social work services across the authority. Whilst social work is a highly rewarding career it is also challenging as it manages risk and complexity and requires significant resilience in those delivering and leading the services.

## **8 KNOWLEDGE SKILLS & EXPERIENCE**

Qualified and registered social worker.

Substantial experience at senior management level, working in a political, complex, multi-functional organisation which should include:

- Significant experience of senior leadership and management in social work.
- Service improvement and performance management
- Working with regulatory bodies and inspectorates
- Experience of developing and delivering strategies to meet organisation objectives and achieve planned results
- Experience of strategic and operational resource management, with strong analytical skills and an aptitude for developing clear vision and direction to overcome complex problems
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies.
- Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce to achieve significant, sustainable service improvements and outstanding results.
- Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members.

- Outstanding interpersonal and communication skills to relate effectively to employees, Council Members, the general public and other stakeholders to engender respect, trust and confidence.

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**Post title:** Corporate Director, People

**Conditions and Grading Arrangements:** JNC for Chief Officers of Local Authorities

**Responsible to:** Chief Operating Officer

**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 provide leadership and direct on matters related to Education, Childrens 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 and beyond, to facilitate a whole system approach to People, in Childrens and adult social care, improving health and wellbeing outcomes for the residents of York.

### **Dimensions**

Revenue budget for 2018/19:

Gross Expenditure:	£XXXm
Income	£1XXXm
Net budget	£XXm

Capital Programme (2018-23) £XXm

Indicative full time equivalent posts: 650 (Sept 2020)

## **Principal responsibilities – Corporate role**

Support the Council and Chief Operating Officer 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 Operating Officer as necessary



## **Principal responsibilities – Corporate 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

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 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

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;

### **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 Operating Officer

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

Advises Members, Chief Operating Officer, 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
- Other Local Authorities, in particular neighbouring Council's
- NHS - Local Trusts, CCG, Primary Care, NHSE etc
- ADASS / LGA, DH
- 

### **Corporate Director of People– Specific Areas of Responsibility**

#### Children's Social Care

- Early Help (local Area Teams and Healthy Child Service)
- Youth Offending Team

#### Adult Social Care

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

#### Commissioning

- Adult Services Commissioning and Contract management

#### Education

- School Effectiveness and Achievement Service
- School Services

- Special Educational Needs and Disabilities
- Educational Psychology Service

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<b>Post title:</b>	<b>Director of Place</b>
<b>Conditions and Grading Arrangements:</b>	<b>JNC for Chief Officers of Local Authorities</b>
<b>Responsible to:</b>	<b>Chief Operating Officer</b>
<b>Responsible for:</b>	<b>All staff within the portfolio</b>

### **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:	£XXXm
Income	£1XXXm
Net budget	£XXm

Capital Programme (2018-23)      £XXm

Indicative full time equivalent posts: 770 (Sept 2020)

### **Principal responsibilities – Corporate role**

Support the Council and Chief Operating Officer 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 Operating Officer as necessary

### **Principal responsibilities – Corporate 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

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.

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 Operating Officer

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

Advises Members, Chief Operating Officer, 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
- Scrutiny Committee
- Housing Partners
- Other Local Authorities, in particular neighbouring Council's

### **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

**Housing and Community Safety**

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

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**Staffing Matters and Urgency Committee****14 December 2020**

Report of the Chief Operating Officer

**Pension or Exit Discretion****Summary**

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

**Background**

2. The background and detailed case surrounding each proposal are contained in the individual business cases attached as confidential annexes to this report.

**Consultation**

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

**Options**

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

**Analysis**

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

**Council Plan**

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

**Implications**

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

**Risk Management**

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

**Recommendations**

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

Consider each proposal as detailed in the annexes.

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

**Contact Details**

**Author:**

Trudy Forster  
Head of HR  
Human Resources  
Ext 3984

**Chief Officer Responsible for the report:**

Ian Floyd  
Chief Operating Officer

**Report  
Approved**

**Date** 03/12/2020

**Specialist Implications Officer(s):**

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the author of the report**

**Background Papers: None**

**Annexes :**

Annex A – Confidential Business Case

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

Document is Restricted

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**Staffing Matters & Urgency Committee  
Draft Work Plan 2020-21**

14 December 2020	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> <li>2. CLG Structure</li> </ol>
11 January 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> <li>2. Workforce demographics at 30 September 2020 (deferred) <ul style="list-style-type: none"> <li>• FTE</li> <li>• Equality Data</li> <li>• Absence and Well Being</li> <li>• Starters and Leavers</li> <li>• Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement</li> <li>• Agency</li> </ul> </li> </ol>
15 February 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> </ol>
15 March 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> </ol>
19 April 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> </ol>
17 May 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> </ol>
(TBC) June 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> <li>2. Workforce demographics at 31 March 2021</li> </ol>

	<ul style="list-style-type: none"> <li>• FTE</li> <li>• Equality Data</li> <li>• Absence and Well Being</li> <li>• Starters and Leavers</li> <li>• Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement</li> <li>• Agency</li> </ul>
(TBC) July 2021	1. Redundancy, Retirement and Settlement Agreements
(TBC) August 2021	1. Redundancy, Retirement and Settlement Agreements
(TBC) September 2021	1. Redundancy, Retirement and Settlement Agreements
(TBC) October 2021	1. Redundancy, Retirement and Settlement Agreements
(TBC) November 2021	1. Redundancy, Retirement and Settlement Agreements
(TBC) December 2021	1. Redundancy, Retirement and Settlement Agreements