



Committee: PERSONNEL COMMITTEE

Date: WEDNESDAY, 30 MARCH 2022

Venue: LANCASTER TOWN HALL

Time: 6.10 P.M.

AGENDA

1. **Apologies for absence**
2. **Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

3. **Items of Urgent Business authorised by the Chair**
4. **Temporary Appointment to Director for Communities and Environment (Pages 3 - 10)**

Report of Director of Corporate Services.

Report published on 23 March 2022.

ADMINISTRATIVE ARRANGEMENTS

(i) **Membership**

Councillors Paul Anderton (Chair), Oliver Robinson (Vice-Chair), Roger Cleet, Mel Guilding, Caroline Jackson, Alistair Sinclair and Jason Wood

(ii) **Substitute Membership**

Councillors Phillip Black (Substitute), Roger Dennison (Substitute), Adrian De La Mare

(Substitute), Merv Evans (Substitute), Mandy King (Substitute), Malcolm Thomas (Substitute) and Joanna Young (Substitute)

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Services - email sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

KIERAN KEANE,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER, LA1 1PJ

Published on 22nd March 2022.

PERSONNEL COMMITTEE**Temporary Appointment of Director of Communities
and Environment
30th March 2022****Report of Director of Corporate Services****PURPOSE OF REPORT**

To enable Personnel Committee to make an appointment to the role of Director for Communities and Environment.

This report is public.

RECOMMENDATION

- (1) **The Committee is asked to approve the appointment of the Director of Communities and Environment on the basis described below in order that a formal offer of employment can be made to the recommended candidate.**

1.0 Introduction

- 1.1 Appointments to the role of Director for Communities and the Environment require the agreement of Personnel Committee
- 1.2 The role of Director for Communities and the Environment becomes vacant on 1st April 2022 as Mark Davies takes up his appointment to the role of Chief Executive.
- 1.3 The vacant role is responsible for a significant amount of services across the authority.

2.0 Overview

- 2.1 Options of how to manage this vacancy in the short term included
- (1) Redistribution of its duties to the remaining Executive Management Team and relevant Heads of Service;
 - (2) Readvertisement of the role on a temporary or permanent basis and recruitment to it;
 - (3) Offers of Acting Up / honoraria; and

- (4) Inviting Expressions of Interest from existing staff to undertake the role on a temporary basis pending decision making about a longer-term approach.
- 2.2 This role becoming vacant also provides an opportunity for the new Chief Executive to consider the best design and role arrangements for their Executive and Leadership Team moving forwards, in conjunction with Personnel Committee and other key Stakeholders.
- 2.3 Given the significant line management, Directorate and Executive responsibilities of the role, redistribution did not seem viable without overburdening existing staff. Readvertisement to a permanent role on a permanent basis was also considered to be unsuitable due to the long lead in times. Offers of Acting up or honoraria can be used in urgent cases, however the use of these can lead to perceptions of bias, lack of transparency, lack of a competency assessment, unfairness or lack of opportunity among other employees. They can also lead to overburdening, or a sense that an individual is required to, rather than have an option to progress. Option 4 provides the inclusive opportunity for existing staff to have a short-term development opportunity, utilises talent already familiar with the organisation, and allows time for a smooth transition into role for the new Chief Executive before proceeding with further lengthy recruitment processes. It also provides an opportunity for existing employees to gain experience in recruitment and interview processes.
- 2.4 An invitation for Expressions of Interest for the role was made to all staff, with Interviews taking place on 30th March 2022. A broadly gender balanced panel comprising the Director of Corporate Services, existing Director of Communities and Environment, a HR representative and invitees from the Personnel Committee are conducting the Interviews.
- 2.5 It is important to note that the appointment process has been designed and scaled to suit the pace and nature of the role, for a temporary internal appointment for a period of three months to provide:
- A smooth transition for the existing postholder into the role of Chief Executive;
 - Time for the longer-term future of the role to be considered by the relevant parties; and
 - An inclusive and accessible opportunity for existing employees to grow their understanding, skills and competencies as a Local Government Director.
- 2.6 The term of the role – three months has been proposed by the Executive Management Team as the right amount of time to enable further engagement and a more considered decision to be made on the longer-term future of the role.

3.0 Recommendation

- 3.1 The Panel is scheduled to finish its deliberations on Friday 25th March 2022 and following the usual procedural checks the Director of Corporate Services will report the Interview Panel's recommendation at the Personnel Committee meeting on Wednesday 30th March 2022.

4.0 Conclusion

- 4.1 The Committee is asked to approve the Panel's recommendation.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

LEGAL IMPLICATIONS

The Council's Chief Officers are employed under the nationally agreed Joint Negotiating Committee (JNC) terms and conditions.

FINANCIAL IMPLICATIONS

The revenue budget includes provision for this permanently established post. It is anticipated that a small saving will be generated as the successful candidate would most likely be appointed at the lowest SCP within the grade. Further savings are likely to be generated via the escalated backfilling, however the use of external support may be required to fill any areas where subsequent cover is short.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None.

Information Services:

None.

Property:

None.

Open Spaces:

None.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments to add.

MONITORING OFFICER'S COMMENTS

The appointment of a Chief Officer will be made by the Personnel Committee, which, when making such appointment must include at least one member of the Cabinet.

No offer of an appointment in relation to a Chief Officer or a Deputy Chief Officer (as defined in Section 2(8) of the Local Government and Housing Act 1989) shall be given by the appointor until:

- (a) the appointor has notified the Director of Corporate Services of the name of the person to be appointed and any other particulars relevant to the appointment and the period within which any objection is to be made by the Leader on behalf of the Cabinet; and
- (b) the Director of Corporate Services has notified every member of the Cabinet of the name of the person to be appointed, and any other particulars relevant to the appointment which the appointor has notified to the Director of Corporate Services, and the period within which any

objection to the appointment is to be made by the Leader on behalf of the Cabinet to the Director of Corporate Services; and

(c) either

(i) the Leader has, within the period specified in the notice under sub-paragraph (b) notified the Director of Corporate Services that neither he/she nor any other member of the Cabinet has any objection to the appointment;

(ii) the Director of Corporate Services has notified the appointor that no objection was received within that period from the Leader; or

the appointor is satisfied that any objection received from the Leader within that period is not material or is not well-founded.

BACKGROUND PAPERS

The Role Description LC003 and Expression of Interest Invitation are included.

Contact Officer: Sarah Davies

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Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates, so that it can deliver great services to residents.

This vital public-facing role is a pivotal role in our most senior team, and is responsible for delivery and oversight of the majority of the public services the Council provides. The post holder will provide strategic leadership to the largest staff group within the Council, and will constantly ensure services are delivered to the public in ways which reflect a modern approach, providing real value for money and enabling continuous improvement through digitalisation, efficiency and commercialisation.

Key Elements of the Role

- Leadership and strategic management of all services within the Communities and Environment Directorate , including:
 - Private Sector & Council Housing
 - Environmental Health
 - Waste & Recycling
 - Public Realm
 - Repairs and Maintenance for Council Properties and Assets, including Council-occupied buildings
 - Parking
 - Markets
 - Customer Services
- Championing participation from the Community
- Oversight of the Council's Sport and Leisure Centre and playing an active role in turning this into a more commercial venture
- Taking the lead in promoting and delivering cross-public sector working
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Strengthen the Council's commercial investment strategy to support the organisation's long term funding needs, and add value to the communities we serve
- Acting as client officer in relation to contracted out functions and services within the broad range of responsibilities of the post
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has experience of delivering large scale and complex services to a vast client base
- Understands the Local Government environment, and possesses the ability to deliver services in a way which supports an agenda for change
- Is outcome-focused, and actively takes steps to improve service delivery
- Understands the benefits of delivering services through partnerships with other public sector agencies and organisations
- Understands, supports and makes best use of modern technology in the delivery of services
- Aligns services with the needs of clients and in support of a commercial approach
- Is able to implement cross-functional working to better support clients
- Has demonstrable experience of delivering transformational service improvement

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's benefit
- Leads, inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Positively impacts on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas
- Works inclusively to develop positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisations sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offers a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy, which adds value to the organisation

- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Service
- Ensures practice and process are in place to understand, assess and manage risk
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

Davies, Sarah

From: Communications
Sent: 17 March 2022 19:02
Subject: Director of Communities and the Environment
Attachments: LCC003 Director Communities and the Environment.pdf

Director of Communities and the Environment

Fresh from congratulating Mark Davies on his appointment as Chief Executive, we are now inviting Expressions of Interest for a great Leader who can become our Director of Communities and Environment. This would be on a 3 month fixed term secondment basis and is available to internal candidates. If you are interested in taking on this challenge, we would like you to submit an Expression of Interest in the form of:

- Your CV
- A one page supporting statement telling us three things
 - Why you'd like to do this secondment;
 - What makes you a great fit for the role; and
 - What impact you would have if appointed.

We'd like to receive these **by 4pm on Wednesday March 23rd 2022.**

Please ensure that you are available with good flexibility on Friday 25th March 2022 as we will be holding selection interviews for candidates who have submitted EOIs on this date.

It is important to note that any appointment to this role on a permanent or temporary basis does require the agreement of our Personnel Committee. So, any provisional offer made will not be confirmed unless their agreement is secured. The role is available from 1st April 2022.

You will be working as a full part of the Council's Executive Management Team and can find out more about the role in the attached Job Description.