

Chief Officer Employment Panel

Thursday, 19th July, 2018
at 9.30 am

PLEASE NOTE TIME OF MEETING

West Wing Conference Room, Civic
Centre

This meeting is open to the public

Members

Councillor Hammond (Chair)
Councillor Fitzhenry
Councillor Galton
Councillor Hannides
Councillor Jordan
Councillor Dr Paffey
Councillor Rayment

Contacts

Senior Democratic Support Officer
Claire Heather
Tel 023 8083 2412
Email: claire.heather@southampton.gov.uk

Service Director, Legal and Governance
Richard Ivory
Tel 023 8083 2794
Email: richard.ivory@southampton.gov.uk

PUBLIC INFORMATION

Role of the Chief Officer Employment Panel

The appointment of Chief Officers in accordance with the Council's Officer Employment Procedure Rules.

Public Representations

At the discretion of the Chair, members of the public may address the meeting about any report on the agenda for the meeting in which they have a relevant interest.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Mobile Telephones

Please switch your mobile telephones to silent whilst in the meeting.

Use of Social Media

The Council supports the video or audio recording of meetings open to the public, for either live or subsequent broadcast. However, if, in the Chair's opinion, a person filming or recording a meeting or taking photographs is interrupting proceedings or causing a disturbance, under the Council's Standing Orders the person can be ordered to stop their activity, or to leave the meeting.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and or/training purposes. The meeting may be recorded by the press or members of the public.

Any person or organisation filming, recording or broadcasting any meeting of the Council is responsible for any claims or other liability resulting from them doing so.

Details of the Council's Guidance on the recording of meetings is available on the Council's website.

Southampton City Council's Priorities

- Jobs for local people
- Prevention and early intervention
- Protecting vulnerable people
- Affordable housing
- Services for all
- City pride
- A sustainable Council

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year 2018/19

Meetings of the Panel are convened as and when required.

CONDUCT OF MEETING

TERMS OF REFERENCE

The terms of reference of the Cabinet, and its Executive Members, are set out in Part 3 of the Council's Constitution.

RULES OF PROCEDURE

The meeting is governed by the Executive Procedure Rules as set out in Part 4 of the Council's Constitution.

BUSINESS TO BE DISCUSSED

Only those items listed on the attached agenda may be considered at this meeting.

QUORUM

The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

DISCLOSURE OF INTERESTS

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "Disclosable Pecuniary Interest" or "Other Interest" they may have in relation to matters for consideration on this Agenda.

DISCLOSABLE PECUNIARY INTERESTS

A Member must regard himself or herself as having a Disclosable Pecuniary Interest in any matter that they or their spouse, partner, a person they are living with as husband or wife, or a person with whom they are living as if they were a civil partner in relation to:

(i) Any employment, office, trade, profession or vocation carried on for profit or gain.

(ii) Sponsorship:

Any payment or provision of any other financial benefit (other than from Southampton City Council) made or provided within the relevant period in respect of any expense incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

(iii) Any contract which is made between you / your spouse etc (or a body in which the you / your spouse etc has a beneficial interest) and Southampton City Council under which goods or services are to be provided or works are to be executed, and which has not been fully discharged.

(iv) Any beneficial interest in land which is within the area of Southampton.

(v) Any license (held alone or jointly with others) to occupy land in the area of Southampton for a month or longer.

(vi) Any tenancy where (to your knowledge) the landlord is Southampton City Council and the tenant is a body in which you / your spouse etc has a beneficial interests.

(vii) Any beneficial interest in securities of a body where that body (to your knowledge) has a place of business or land in the area of Southampton, and either:

a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or

b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

Other Interests

A Member must regard himself or herself as having an, 'Other Interest' in any membership of, or occupation of a position of general control or management in:

Any body to which they have been appointed or nominated by Southampton City Council

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

Any body whose principal purpose includes the influence of public opinion or policy

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

AGENDA

1 APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)

To note any changes in membership of the Panel made in accordance with Council Procedure Rule 4.3.

2 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS

In accordance with the Localism Act 2011, and the Council's Code of Conduct, Members to disclose any personal or pecuniary interests in any matter included on the agenda for this meeting.

NOTE: Members are reminded that, where applicable, they must complete the appropriate form recording details of any such interests and hand it to the Democratic Support Officer.

3 STATEMENT FROM THE CHAIR

4 MINUTES OF THE PREVIOUS MEETINGS (INCLUDING MATTERS ARISING) (Pages 1 - 2)

To approve and sign as a correct record the Minutes of the meetings held on 19th June 2018 and to deal with any matters arising, attached.

5 EXCLUSION OF PRESS AND PUBLIC

Chair to move that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of Confidential Appendix 2 of the following report based on Categories 1, 2 and 3 of Paragraph 10.4 of the Access to Information Procedure Rules.

The information contained therein is potentially exempt as it relates to individual personal details and information held under the Data Protection Act 1998. Having applied the public interest test it is not appropriate to disclose this information as the individuals' legal expectation of privacy outweighs the public interest in the exempt information.

6 APPOINTMENT OF INTERIM SERVICE DIRECTOR GROWTH (Pages 3 - 14)

Report of Service Director Human Resources and Organisation Development regarding the Appointment of Interim Service Director Growth, attached.

Wednesday, 11 July 2018

Service Director, Legal and Governance

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SOUTHAMPTON CITY COUNCIL
CHIEF OFFICER EMPLOYMENT PANEL
MINUTES OF THE MEETING HELD ON 19 JUNE 2018

Present: Councillors Hammond (Chair), Fitzhenry, Galton, Dr Paffey and Rayment

1. **MINUTES OF THE PREVIOUS MEETINGS (INCLUDING MATTERS ARISING)**

RESOLVED: that the minutes of the Chief Officer Employment Panel meeting held on 13th March 2018 be approved and signed as a correct record.

2. **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of Appendix 2 to the following item based on Categories 1, 2 and 3 of paragraph 10.4 of the Access to Information Procedure Rules.

The information contained therein is exempt as it relates to individual personal details and information held under the Data Protection Act 1998. Having applied the public interest test it is not appropriate to disclose this information as the individuals' legal expectation of privacy outweighs the public interest in the exempt information.

3. **APPOINTMENT OF INTERIM DEPUTY CHIEF EXECUTIVE**

The report of the Service Director HR and OD was considered regarding the Appointment of Interim Deputy Chief Executive.

The Panel moved into confidential session to consider Appendix 2 of the report as it contained information in accordance with Categories 1,2 and 3 of Paragraph 10.4 of the Council's Access to Information Procedure Rules as contained in the Council's Constitution.

RESOLVED: that Mike Harris be appointed as Interim Deputy Chief Executive.

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DECISION-MAKER:	CHIEF OFFICER EMPLOYMENT PANEL		
SUBJECT:	APPOINTMENT OF INTERIM SERVICE DIRECTOR GROWTH		
DATE OF DECISION:	19 th JULY 2018		
REPORT OF:	SERVICE DIRECTOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT		
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Janet King	Tel: 023 8083 2378
	E-mail:	Janet.king@southampton.gov.uk	
Deputy Chief Executive	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail:	Mike.harris@southampton.gov.uk	
STATEMENT OF CONFIDENTIALITY			
Appendix 2 of the report is not for publication by virtue of Categories 1, 2 and 3 (Personal Information) of paragraph 10.4 of the Council's Access to Information Procedure Rules as contained in the Council's Constitution. It is not considered to be in the public interest to disclose this information as the report contains confidential and personal information relating to specific individuals.			
BRIEF SUMMARY			
<p>The internal appointment of Interim Deputy Chief Executive has resulted in a temporary vacancy for the position of Service Director Growth to cover the period until permanent appointments are made to the roles of Chief Executive and Head of Paid Service and Deputy Chief Executive. There are legal requirements which must be observed when appointing a Chief Officer and this falls to the Chief Officer Employment Panel to appoint.</p> <p>An internal ring fence has been established for this role to provide a short term development opportunity for a suitably qualified and experienced manager.</p>			
RECOMMENDATIONS:			
	(i)	To appoint to the role of Interim Service Director Growth from the list of internal candidates presenting at interview by the Chief Officer Employment Panel.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	The Service Director Growth position became vacant on 20 th June 2018 following the appointment of Mike Harris to the Interim Deputy Chief Executive position. This leaves a vacant position at the most senior management level and the need for support to the Interim Deputy Chief Executive in delivery of the Council's major priorities and projects and overall management of the organisation and Council Management Team.		
2.	The interim arrangements will fulfil the council's responsibilities for a period up to the point at which permanent appointments are made to the posts of Chief Executive and Deputy Chief Executive and the appointed people are able to take up the posts.		

3.	The permanent appointments will ensure the required leadership stability and legal requirements going forward.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4.	To continue the current position of a Service Director vacancy but this will leave a significant capacity gap in the organisation at Council Management Team level.
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DETAIL (Including consultation carried out)

5.	An Interim Service Director Growth will be secured from an internal ring fence of managers with suitable candidates brought forward for interview.
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6.	Following final interview should COEP members not wish to appoint the position will be reviewed.
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RESOURCE IMPLICATIONS

Capital/Revenue

7.	The costs will be met within existing budgets.
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Property/Other

8.	None
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LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

9.	Local Government Act 2000 and the Local Government (Standing Orders) (England) Regulations 2001 (as amended)
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Other Legal Implications:

10.	None
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RISK MANAGEMENT IMPLICATIONS

11.	Not filling the post leaves a gap at senior management level in critical business areas.
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POLICY FRAMEWORK IMPLICATIONS

12.	None
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KEY DECISION?

No

WARDS/COMMUNITIES AFFECTED:

None

SUPPORTING DOCUMENTATION

Appendices

1.	Job Description – Interim Service Director Growth
2.	Written expressions of interest for the permanent role (CVs and supporting statements) EXEMPT

Documents In Members' Rooms

1.	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.		No
Data Protection Impact Assessment		
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?		No
Other Background Documents Other Background documents available for inspection at:		
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)	
1.	None	

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Job Specification

Service Director – Growth

Operations Hub.

Leadership Type: Transformational Leader

Indicative Grade: CO2.3

Southampton City Council

The Council Strategy 2016-20 sets out our vision to create a city of opportunity where everyone thrives. Delivering this is essential if we are to help make Southampton the city our residents deserve. A city where people have opportunities to succeed and are able to live healthy, happy lives.

While our strategy focusses on what the council can do, we acknowledge that we can't do everything ourselves. Our City Strategy 2015-25 has been created by business, public, and community and voluntary sector organisations in the city, operating under the name Southampton Connect. With an overarching goal of prosperity for all, the City Strategy focusses on economic growth, skills and employment, and healthier and safer communities. This partnership approach is indicative of the spirit of the city – we are Team Southampton.

Being part of the Southampton City Council team requires people who are willing to take personal responsibility for delivering excellence, to work with others to achieve the best possible outcomes, to embrace change and new opportunities, to make the most of the resources available to us and to think and act in the best interests of our customers – the residents of Southampton. The Council has approved its Workforce Strategy which will drive the development of a high performing and agile workforce and for the Council to be a 'great place to work'.

Growth

The Growth service teams form part of the Council's operations hub. The operating model for Growth is to focus on core offering, developing skills, economic development, investment and regeneration in the City, while maintaining the required infrastructure and transport networks and managing capital assets. The teams lead the provision of services which deliver opportunities for residents and communities improving individual and collective outcomes. They are responsible for building the City's reputation and capability to meet Council priorities particularly economic growth. In all their work they are involved with developing partnership with other agencies, businesses and communities to change customer behaviour and mind-set. The main focus of the team is to create a positive environment for investment and development in the City and to secure competitive advantage for the City, its residents and businesses. The team works collaboratively with others to achieve growth and asset development across the City, through the design and delivery of high quality infrastructure and systems and processes to support new and existing businesses and residents of the City.

Job Description

Purpose of Role

To lead the provision of services which deliver opportunities for residents and communities improving individual and collective outcomes. To build the reputation, capability and economic growth of the city to meet Council priorities; to transform services, work in partnership with other agencies, businesses and communities to change customer behaviours.

Key Accountabilities

1. Providing transformational leadership to align operations to realising the Council Strategy and focusing on priorities.
2. Leading development and delivery of operational plans within agreed financial parameters for allocated activities.
3. Focusing attention, staff and resources across Operations on activity that progresses better opportunity's for the City and its residents.
4. Increasing efficiency and reducing costs especially in activities that don't drive priority outcomes.
5. Challenging, eliminating and reducing to a minimum activity which no longer adds value to customers.
6. Providing reporting and insight to inform decision making and operational requirements.
7. Ensuring Operational Managers have clear accountabilities with the authority and responsibility to deliver the Council's plans.

Functional Responsibilities

Line Management of:

- Associate Director Capital assets
- Associate Director Employment, Skills and Business Engagement
- Service lead Infrastructure, Planning and Development
- Service Lead Building Control
- Service Lead Cultural services

Key Relationships

- Line Manager – Deputy Chief Executive (Interim)
- Council Management Team

- Leadership Team
- Service Directors and Service Leads
- Elected Members
- External organisations at national and local level relevant to delivery priorities of the role
- Staff Engagement and Internal Communications roles

Core Responsibilities and Deliverables

Financial Management

1. To comply with the Council's financial policies and requirements.
2. To deliver activities within agreed financial parameters for workforce, external spend and assets.
3. To identify and propose opportunities for innovation, commercialisation, cost savings, cost recovery or income generation across the Council.

Customer Relationship

1. To build and sustain excellent collaborative working relationships with senior managers, Members, partners and other stakeholders.
2. To design, deliver and co-ordinate consultation, engagement and research frameworks and programmes for the council and with partner organisations and other public bodies.
3. To agree service standards with customers and to manage services accordingly.
4. To monitor and act upon customer feedback to meet or exceed customer satisfaction.

Operational Effectiveness and Compliance

1. To deliver effective and efficient Growth services to enable informed decision making, mitigate risk and build capability.
2. To provide leadership and line management for the Growth services (Transport; Culture, Arts and Heritage; Planning development and Infrastructure; Economic development and regeneration; Employment, Skills and Business engagement; Capital Assets) and ensure all Council policies and procedures are adhered to including those relating to HR, Health and Safety and Information Governance.
3. To undertake continuous improvement to improve the effectiveness of activity and services across the Council.
4. To escalate risks and issues which may impact any aspect of performance or the council's reputation.

Organisational Capability and Growth

1. To work with other leaders to deliver improvements in employee engagement and satisfaction across the Council.
2. To manage the performance and development of direct reports and contribute to the multidisciplinary teams and other working groups in accordance with the Council's performance management approach.

3. To build the talent pipeline for the organisation and ensure opportunities to acquire, build and retain talent are maximised.
4. To take responsibility for personal development including any Continuous Professional Development.
5. To develop change readiness capability across the organisation.

Other Contractual Post Requirements		
Standby Payment	No	x
Fire Marshall	No	x
First Aider	No	x
Politically Restricted	Yes	x
Tool Allowance	No	x
Emergency Planning Rota	Yes	x
Contractual Car User (see intranet for more information)	No	x
DBS (see intranet for more information)	Standard	x
Basic Disclosure (see intranet for more information)	No	x

1. The duties and responsibilities highlighted in this job description may vary over time. Post holders are expected to undertake other duties and responsibilities relevant to the nature, scope and grading of the post.
2. The post holder must have the ability to understand the needs of the city's diverse and changing population and to implement the Council's Equal Opportunities Policy at a level appropriate to the job and must at all times carry out his/her responsibilities with due regard to the Council's Equal Opportunities Policy.
3. The post holder is required to be familiar with the Council's Health and Safety Policy and be aware of and observe any part of the policy related specifically to the duties and responsibilities of the post.
4. The post holder will be required to carry out their duties and responsibilities in accordance with all relevant Council and professional codes of practice, including demonstrating the relevant behaviours as defined in the Council's Organisational and Leadership Behaviours Framework.

Person Specification

Essential Qualifications

- Master's Degree and/or experience at senior management level in large public sector environment.

Essential Experience and Skills

- To have experience of leading socially inclusive economic growth in a city environment.
- To have experience and working knowledge of the services within the Growth team and the impact they can make.
- To play a lead role in advocating and lobbying for the City, across regional and national forums, raising the profile and reputation of Southampton.
- To have successfully managed all aspects of team performance including goal setting and performance review and can demonstrate performance improvement.
- To have experience of partnership working and collaborative approaches with other agencies.
- To demonstrate experience of commercial and outcome delivery models.
- To have experience of managing service delivery to meet specific customer needs.
- Proven ability to deliver significant projects in challenging timescales and with due regard to complex political and financial environments.
- To have experience of successfully managing a budget and operating in accordance with financial policy and requirements.
- To have knowledge of best practice models, trends and technologies relating to organisation development and design and how they can be applied to large organisations to deliver transformational change.
- To have proven ability to initiate and develop effective working relationships with a range of voluntary, private and public sector partners and stakeholders to deliver shared objectives
- To have excellent understanding of the role and activity of local government as well as the challenges and opportunities for the wider public sector over the next decade.
- To have the ability to provide balanced professional advice and guidance to senior decision makers in a complex political setting
- To have excellent level of IT literacy to be able to use self-service, digital user platforms and applications and MS Office.
- To have exceptional verbal and written communication skills and ability to present data and information clearly.

Essential Behaviours

- Takes personal accountability and holds others to account
- Takes responsibility for own development.
- Listens to and respects the opinions of others.
- Asks for, reflects upon and acts on feedback.
- Works collaboratively with others to deliver the best outcomes.

- Actively seeks opportunities for improvement in organisational processes and activity.
- Builds understanding and commitment to transformational change.
- Sets standards for customer service.
- Builds relationships of trust and alliances with customer groups.

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