

# Blackpool Council

12 September 2017

To: Councillors Blackburn, Campbell, Clapham, Jackson, Smith, I Taylor and T Williams

The above members are requested to attend the:

## **CHIEF OFFICERS EMPLOYMENT COMMITTEE**

Wednesday, 20 September 2017 at 3.30 pm  
in Committee Room B, Town Hall

### **A G E N D A**

#### **1 DECLARATIONS OF INTEREST**

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

#### **2 MINUTES OF THE LAST MEETING HELD ON 25 JANUARY 2017** (Pages 1 - 2)

To agree the minutes of the last meeting held on 25 January 2017 as a true and correct record.

#### **3 REVIEW OF CHIEF OFFICER POSTS** (Pages 3 - 12)

**Venue information:**

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

**Other information:**

For queries regarding this agenda please contact Mark Towers, Director of Governance and Regulatory Services, Tel: (01253) 477127, e-mail [mark.towers@blackpool.gov.uk](mailto:mark.towers@blackpool.gov.uk)

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at [www.blackpool.gov.uk](http://www.blackpool.gov.uk).



**MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - WEDNESDAY, 25  
JANUARY 2017**

**Present:**

Councillor Blackburn (in the Chair)

Councillors

Cain	Clapham	I Taylor
Campbell	Jackson	T Williams

**In Attendance:**

Mr N Jack, Chief Executive, Blackpool Council  
Mrs L Dutton, Head of Organisation and Workforce Development, Blackpool Council  
Mr L Judd, Gatenby Sanderson Executive Recruitment  
Miss Y Burnett, Senior Democratic Advisor, Blackpool Council

**1 DECLARATIONS OF INTEREST**

None.

**2 MINUTES OF THE LAST MEETING HELD ON 3 OCTOBER 2016**

The Committee agreed that the minutes of the meeting held on 3 October 2016 be signed by the Chairman as a correct record.

**3 PAY POLICY STATEMENT**

Members were reminded that the Council was required to produce a pay policy statement, which had to be in place for the financial year 2017/ 2018 and had received full Council approval before the start of that financial year.

The report referred to areas, which the statement must set out relating to the Council's policy on Chief Officer Remuneration, Remuneration of its lowest paid employees and the relationship between chief officer remuneration and that of other staff. The guidance from the Department for Communities and Local Government had indicated that they expected the policy statement to cover other areas.

The draft pay policy statement had not yet been finalised and it was proposed that the Council Pay Policy Statement be submitted to the March Council meeting for approval. It was noted that proposed changes by the Government to terms and conditions of public sector workers (e.g. public sector exit payments), which had not yet been clarified and could be part of the draft pay policy statement, if they are agreed prior to the March Council meeting.

The Committee agreed that the Pay Policy Statement be submitted direct to the Council meeting in March for consideration.

**MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - WEDNESDAY, 25  
JANUARY 2017**

**4 EXCLUSION OF THE PUBLIC**

**Resolved:** That under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the whole item, including the decisions referred to at Agenda item 5 on the grounds that it would involve the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act.

**5 DIRECTOR OF CHILDREN'S SERVICES**

The Committee considered the interview and assessment process for the soon to be vacant position of Director of Children's Services . There had been eight applicants, whom Gatenby Sanderson had long listed to seven candidates and subsequently following technical assessments, three candidates were invited for a formal interview. The Chairman reported that after receiving references, preliminary interviews were undertaken by a Panel of Partners, which included some of the Committee Members and a Panel of Young People and Children from within the Looked After system. The three candidates had also met the Council's Corporate Leadership Team.

The Committee was informed that one candidate had subsequently withdrawn.

The Chairman reported that a sub group had, prior to the Committee meeting, interviewed in depth the two remaining candidates and had recommended that Mrs Diane Booth be put forward to the Committee, to be considered for the appointment.

**Resolved:**

- 1) That the Committee would wish to make an offer of appointment to the post to Mrs Diane Booth.
- 2) Subject to 1) above, to agree that the Head of Organisation and Workforce Development, following consultation with the other Executive Members, in accordance with the Officer Employment Procedure Rules, finalise the arrangements for appointment.

Background papers: Exempt.

**Chairman**

(The meeting ended 3.14 pm)

Any queries regarding these minutes, please contact:  
Yvonne Burnett Democratic Governance Senior Advisor  
Tel: (01253) 477034  
E-mail: yvonne.burnett@blackpool.gov.uk

<b>Report to:</b>	<b>CHIEF OFFICERS EMPLOYMENT COMMITTEE</b>
<b>Relevant Officer:</b>	<b>Neil Jack, Chief Executive</b>
<b>Relevant Cabinet Member</b>	<b>Councillor Simon Blackburn, Leader of the Council</b>
<b>Date of Meeting:</b>	20 September 2017

## REVIEW OF CHIEF OFFICER POSTS

### 1.0 Purpose of the report:

1.1 The purpose of this report is to:

- approve the deletion of the post of Deputy Director of Children’s Services
- approve the creation of the post of Director of Strategy and Delivery and agree the appointment process to that post.

### 2.0 Recommendation(s):

2.1 To agree the deletion of the post of Deputy Director of Children’s Services.

2.2 To agree the creation of the post of Director of Strategy and Delivery as a Chief Officer post – see Appendix 3(a) for Job Description.

2.3 To agree that the Chief Executive as Head of Paid Service is authorised to offer Antony Lockley (Strategic Head of Growing Places) the appointment to this post on a ‘slot in’ basis. This is in line with Council Policy and Procedures and within the Council’s current allocated budgets.

2.4 To authorise the Chief Executive to determine the pay grade of the post following feedback from the HAY job evaluation.

### 3.0 Reasons for recommendation(s):

3.1 There is no longer a need for two Chief Officer posts within Children’s Services given that the post of Director of People, which was responsible for Adults and Children’s Services (Delyth Curtis) was deleted from the structure and replaced by the post of Director of Children’s Services (Diane Booth).

3.2 The current Strategic Head of Growing Places has capacity to undertake additional duties, which will strengthen the support to the Council, wholly-owned Companies, Elected Members and the Chief Executive in the development and achievement of the Council’s vision and priority outcomes. The need for a senior/ Chief Officer lead in the Council for working with the wholly-owned companies is also mentioned in the report to Council (Relationship with Companies) on the proposed formation of the Shareholder’s Advisory Board.

3.3 These additional duties will require the re-designation of the post to Director of Strategy and Delivery and a formal job evaluation process.

3.4 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.5 Is the recommendation in accordance with the Council’s approved budget? Yes

**4.0 Council Priority:**

4.1 The post holder will significantly impact both Council priorities.

**5.0 Deletion of the post of Deputy Director of Children’s Services**

5.1 This post was created to support the post of Director of People, which had responsibility for both Children’s and Adults Services.

5.2 Following the resignation of the Director of People (Delyth Curtis) that post was deleted from the structure and replaced by the post of Director of Children’s Services (Diane Booth). It was also agreed that Adult Services would then be directly managed by the Director of Adult Services (Karen Smith).

5.3 As a result of these changes there is no longer a need for two Chief Officer posts within Children’s Services.

5.4 There is however a need to strengthen and boost Corporate capacity in order to innovate and transform services Council wide with a particular emphasis on those that require improvement such as Children’s Services. The creation of the post of Director of Strategy and Delivery will drive the transformation agenda working alongside other Chief Officers.

5.5 These changes will not increase the overall number of Chief Officers, but will realign resources where they are most effective.

## 6.0 Context for the 'slot in' arrangements

6.1 On 1 February 2016, Antony Lockley was appointed to the role of Strategic Head of Growing Places. The purpose of the role was to:

- Lead and co-ordinate the work of the Planning, Housing, Transport and Strategic Economic Investment functions and to lead on securing resources to deliver this as part of the strategic development of Blackpool.
- Lead and co-ordinate the Council's interface and input into key sub-regional governance arrangements, including the Lancashire Enterprise Partnership and the Shadow Lancashire Combined Authority and in so doing support the Leader, Chief Executive and Director of Place as well as other relevant cabinet members.

6.2 Since the appointment a number of factors have created capacity within the Strategic Head of Growing Places role including:

- Changes to the Government Agenda on devolution.
- Change of direction on the plans for a Lancashire Combined Authority.
- Greater integration and closer working between the Blackpool Housing Company, Blackpool Coastal Housing and the Council in support of the delivery of the Housing Strategy.
- Appointment of a very experienced and highly skilled programme Director within the Enterprise and Growth team on 6 February 2017.

6.3 Antony's experience and background will make him an excellent appointment and will enable him to offer strategic oversight and management of the Delivery Unit in support of the achievement of the Council Plan and Priorities. The post would also be imperative in providing the oversight with regard to the two Council priorities and making sure, they are effectively intertwined.

6.4 Antony's appointment to the role will provide additional capacity for the Chief Executive, which will enable him to provide even greater support and focus to the current challenges within Children's Services. The post would also lead on the Council's response to Brexit.

6.5 With regards to salary and grading of the post this will be determined through a formal job evaluation process using HAY methodology.

Does the information submitted include any exempt information?

**No**

**List of Appendices:**

Appendix 3(a) – Job Description Director of Strategy and Delivery.

**7.0 Legal considerations:**

7.1 None.

**8.0 Human Resources considerations:**

8.1 Due process has been applied and the Council’s Human Resources policies have been adhered to with regards to these issues. The Chief Executive has the responsibility for allocating work areas to Directors and the Council has the responsibility (via this Committee) for agreeing Chief Officer appointments.

**9.0 Equalities considerations:**

9.1 The changes to the chief officer structure of the organisation have little impact on the workforce profile, as the numbers are very small.

**10.0 Financial considerations:**

10.1 These proposals will be put in place within the current budget arrangements.

**11.0 Risk management considerations:**

11.1 None.

**12.0 Ethical considerations:**

12.1 None.



<b>Post No. :</b>	This will be complete by HR if the post is brand new.
<b>Post Title:</b>	Director of Strategy and Delivery
<b>Directorate:</b>	Chief Executives
<b>Division:</b>	Chief Executives Management and Support
<b>Section:</b>	Corporate Management Team
<b>Reports To:</b>	Post Number 1 – Chief Executive
<b>Location:</b>	Bickerstaffe House
<b>DBS Status:</b>	None Please click on the attached link and complete the DBS eligibility tool to determine whether the post requires a DBS Clearance: <a href="https://www.gov.uk/find-out-dbs-check">https://www.gov.uk/find-out-dbs-check</a>
<b>Grade:</b>	To be completed by HR after JE process

### Role Purpose

To support the Council, wholly-owned Companies, Cabinet and the Chief Executive in the development and achievement of the Councils vision and priority outcomes.

The post holder will provide strategic leadership, vision and direction to create and sustain consistent culture and behaviours conducive with a high performing Council and value for money services.

The post holder will lead collectively and collaboratively within and outside the Council to drive change, which supports the Council to adapt innovatively, proactively and confidently the dynamic resource and policy agenda.

The role will have very high-level accountability spanning organisational and system leadership, policy and place shaping, developing and sustaining effective partnerships, together with performance and stakeholder management and freedom to act in support of the Chief Executive.

### Main Duties and Responsibilities

1. Provide Strategic Leadership and work with the Chief Executive, Corporate Leadership team, Elected Members and senior colleagues to ensure the delivery of the Council Vision and priorities.
2. Work closely with all elected Members and support them in undertaking their Strategic Leadership and Community Leadership roles effectively by providing expert strategic advice.
3. Lead the Council's interface with its Wholly Owned Companies, ensuring alignment of objectives and activities with Council policy.
4. Support the Chief Executive in his role as strategic lead for public sector reform and accountable care.
5. Be responsible for the performance and achievements of the Delivery Unit including policy development, research and communications teams including the development and delivery of the Council Plan.

6. Be responsible for the delivery of the Housing Strategy for Blackpool and the Fylde Coast working with neighbouring local authorities, government departments, funding agencies and the private sector to implement these strategies.
7. Develop and embed performance management systems and a performance culture, which delivers results in terms of better outcomes for local people.
8. Assist the Chief Executive and 151 Officer in ensuring effective alignment of resource against Council priorities within budget.
9. Contribute to the development of effective partnerships locally, regionally and nationally to ensure the delivery of Council priorities and to represent the Chief Executive as required across these partnerships; e.g. Lancashire Enterprise Partnership, shadow Lancashire Consortium Authorities, co-ordination of Lancashire's response to the implications of BREXIT. This will include high-level representation to Government Departments nationally as appropriate.
10. Advocate for the needs of local people and develop strategies that enable local communities to become more resilient and self sufficient
11. Contribute to meeting political and financial objectives by leading and encouraging the innovation of service delivery methods and improvements through active engagement with councillors, staff, trade unions, service users, communities, schools, partners, providers and businesses to improve outcomes.
12. Be responsible for leading cross council projects of strategic significance, which exemplify innovation, cooperative working and a strong focus on accountability.
13. Embed a system of continuous review and improvement within the Service so that 'traditional thinking' is challenged and innovation pursued.
14. Develop the Council's approach to reputational management, putting together campaigns and strategies to raise the Council's profile nationally and locally

Qualifications	Please mark which are Essential or Desirable ▶	E/D
Educated to Graduate level Recognised Leadership Qualification		E D

Knowledge, Skills and	Please mark which are Essential or Desirable ▶	E/D
1. Experience of operating at a high level within a complex organisation involving diverse stakeholders.		E
2. Ability to successfully co-ordinate and deliver strategic multi partner projects.		E
3. Substantial and proven ability to work successfully with Elected Members.		E
4. Proven track record on delivering against agreed outcomes within a large organisation setting.		E
5. Significant understanding of strategic policy development and implementation within a large organisation setting applicable to Local Government and Blackpool Council's vision.		E
6. Excellent knowledge of the working of Local Government and other public, private and voluntary sector organisations that are required for the delivery of Blackpool Councils vision and priorities.		E
7. An ability to provide and empower innovative thinking which leads to tangible delivery of outcomes.		E
8. Ability to translate national policy direction and strategic objectives into practical local plans and action.		E E

9. Proven track record in successfully managing high performance through people	E
10. Accomplished analytical and decision making skills	E
11. Experience of effective budget management and delivering cost reductions	E
12. Significant knowledge of Housing policy/strategy	

### Initiative and Independence

This is a transformational role without recognised ways of working or procedures and therefore the post holder must be innovative as follows:

- Have freedom to act on behalf of the Chief Executive on a Council wide basis
- Empower innovative thinking across the Council, wholly owned companies and partner organisations to ensure delivery of Council priorities
- Translate national policy direction and strategic objectives into practical local plans and action taking into account the Blackpool context.
- Manager and direct the work of the Delivery Unit
- Plan, manage and deliver multi partner strategic projects on behalf of the Chief Executive

### Relationships/Nature of contacts

The post holder will act on behalf of the Chief Executive and will work with and influence:

- Senior Managers (across the Council, wholly owned companies and parent organisations)
- Elected Members
- National Government Agencies
- Chief Executives and senior Management from other Local Authorities
- Community groups
- Private sector organisations

This is a key strategic role and to be successful the post holder will be required to challenge and influence senior stakeholders to achieve Council priorities.

### Responsibility for Resources (Financial, Physical, Capital, Information)

#### Financial Resources

##### Direct budgetary control

Delivery Unit annual budget of £1,378,000 gross

Housing Strategy Annual Budget of £2,002,000 gross

##### Indirect budgetary influence

Revenue HRA of £19,867,000, gross

Housing Capital programme of circa £16 million

BCH and BHC Companies annual budgets of circa £20 million

Also within the housing service there are a number of grant funded projects:

- Trailblazer – A two-year project starting 2017/ 2018 with Wyre and Fylde with Blackpool as lead total funding of £607,000 of which Blackpool’s share is £282,000.
- Transience - This project is due to finish in September 2018 originally it was a £1,540,000 three year project.
- Homeless support - This is some new one off funding from DCLG for this year £198,000.
- Energy Efficiency - This project has been ongoing since 2013 this is currently £232,000.

**Physical Resources**

The post holder will have accountability and responsibility for data related to research, strategic projects, performance management, financial control, housing strategy. This data may be highly confidential.

**Responsibility for People** (including supervision/training of staff or clients)

The post holder will directly manage the Delivery Unit and have responsibility for the delivery of business plan objectives, people management including coaching, training, appraisal and disciplinary.

In addition, the post holder is a key influencer and will be required to coach, support, and provide challenge to very senior stakeholders both within and outside the Council.

The post holder will have responsibility to support the Chief Executive to achieve the Councils priorities and they will therefore have a direct impact on Blackpool residents.

**Mental and Emotional Demands**

**Mental Demands**

Any mental demands will be consistent with the seniority of this role and the need to deal with ambiguity, complexity, multi partner relationships, competing priorities, and changing Government policy and the resulting impact on deliverables and deadlines.

**Emotional Demands**

Nothing specific

**Planning Requirements**

The post holder will be required to develop and deliver strategies and plans, which deliver the Councils Vision and Priorities.

This could include, but is not limited to Council Plan, Housing Strategy, Shadow Combined Authority, Public Sector Reform, Accountable Care system etc.

Plans will be developed and delivered over a number of years e.g. the Council Plan is for a five-year period.

### Key Facts and Figures

15 Authorities within the Lancashire Consortium of Authorities.  
 42 Councillors.  
 Five wholly-owned Companies.  
 Approximately 3600 employees.

### Vision and Values

Blackpool Council's new Council Plan outlines what our vision and priorities will be during from 2015 to 2020.

Blackpool might not be the biggest and the brightest, but it is not without its challenges. We have major social and health issues to deal with, whilst needing to develop and innovate so our town meets the changing desires of modern day audiences.

We need to take advantage of other opportunities - in fields like energy generation - with the same vigour our predecessors had, when building iconic attractions such as the Winter Gardens, the Tower and Tower Buildings, the Pleasure Beach and of course the true one-off that is the Blackpool Illuminations.

Our vision for Blackpool is that it will be:

“The UK’s number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town”

#### Our Priorities

We have two priorities:

- Priority one - The economy: Maximising growth and opportunity across Blackpool
- Priority two - Communities: Creating stronger communities and increasing resilience

#### Our Values

- We are **accountable** for delivering on the promises we make and take responsibility for our actions and the outcomes achieved
- We are committed to being **fair** to people and treat everybody we meet with dignity and respect
- We take pride in delivering **quality** services that are community focussed and are based on listening carefully to what people need
- We act with integrity and we are **trustworthy** in all our dealings with people and we are open about the decisions we make and the services we offer
- We are **compassionate**, caring, hard-working and committed to delivering the best services that we can with a positive and collaborative attitude

#### Equal Opportunities:

We do our utmost to ensure that there is no unjustified discrimination in the recruitment, retention, training and development of staff based on their age, sexuality, religion or belief, race, gender or disabilities.

This page is intentionally left blank