

**NORTH HERTFORDSHIRE DISTRICT COUNCIL**



3 September 2021

Our Ref Employment Committee/17 September  
2021  
Contact. Committee Services  
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To: Members of the Committee: Elizabeth Dennis-Harburg, Keith Hoskins, Judi Billing,  
Morgan Derbyshire, Claire Strong, Ian Albert and Steve Jarvis

Substitutes: Councillors Kate Aspinwall, Paul Clark, Tony Hunter and Ian Moody

**NOTICE IS HEREBY GIVEN OF A**

**MEETING OF THE EMPLOYMENT COMMITTEE**

to be held in the

**COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERNON  
ROAD, LETCHWORTH GARDEN CITY**

On

**FRIDAY, 17TH SEPTEMBER, 2021 AT 10.00 AM**

Yours sincerely,

Jeanette Thompson  
Service Director – Legal and Community

**\*\*MEMBERS PLEASE ENSURE THAT YOU DOWNLOAD ALL AGENDAS AND REPORTS VIA THE MOD.GOV APPLICATION ON YOUR TABLET BEFORE ATTENDING THE MEETING\*\***

## **Agenda**

### **Part I**

<b>Item</b>		<b>Page</b>
<b>1.</b>	<b>APOLOGIES FOR ABSENCE</b> Members are required to notify any substitutions by midday on the day of the meeting.  Late substitutions will not be accepted and Members attending as a substitute without having given the due notice will not be able to take part in the meeting.	
<b>2.</b>	<b>NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chair of other business which they wish to be discussed at the end of either Part I or Part II business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency.  The Chair will decide whether any item(s) raised will be considered.	
<b>3.</b>	<b>CHAIR'S ANNOUNCEMENTS</b> Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chair of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wishing to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
<b>4.</b>	<b>RECRUITMENT TO ROLE OF SERVICE DIRECTOR - PLACE</b> <b>REPORT OF THE MANAGING DIRECTOR</b>  To provide the Employment Committee with the relevant background information to consider the recruitment to the role of Service Director – Place.	(Pages 5 - 20)
<b>5.</b>	<b>EXCLUSION OF PRESS AND PUBLIC</b> To consider passing the following resolution:  That under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting on the grounds that the following report will involve the likely disclosure of exempt information as defined in Paragraphs 1 of Part 1 of Schedule 12A of the said Act (as amended).	

**6. RECRUITMENT TO ROLE OF SERVICE DIRECTOR - PLACE** 21 - 24  
**REPORT OF THE MANAGING DIRECTOR**

To consider recruitment to the role of Service Director – Place.

**7. MINUTES OF PREVIOUS MEETINGS** 25 - 38

To receive and approve as a true record of proceedings the minutes of previous meetings of the Employment Committee on:

- 27 February 2020
- 17 March 2020
- 18 June 2020
- 25 August 2020

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**EMPLOYMENT COMMITTEE  
17 September 2021**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: RECRUITMENT TO ROLE OF SERVICE DIRECTOR PLACE**

REPORT OF: MANAGING DIRECTOR

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

COUNCIL PRIORITY: BE A WELCOMING, INCLUSIVE AND EFFICIENT COUNCIL

**1. EXECUTIVE SUMMARY**

This report sets out the background to the process for recruitment thus far and the recommendations for the Service Director Place post.

**2. RECOMMENDATIONS**

- 2.1. That the Employment Committee interview the candidate(s) for the role.
- 2.2. That the Employment Committee note the content of this report.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1. At the time of publishing this report the officer panel interviews have not taken place. The details of the candidate(s) and the latter stages of the recruitment process will therefore be contained in the part 2 report once it is published. This report sets out the background.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1. Prior to commencing the recruitment exercise to identify a new Service Director Place different options were considered by the Managing Director as to whether services could be realigned under different Service Directors and a saving taken. However taking into account the frontline services within the directorate, the ongoing impact of the pandemic and subsequent recovery, plus the capacity of the Leadership Team, it was concluded that the most appropriate approach was to recruit to the existing role.

**5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

- 5.1. The Leader and Deputy Leader of the Council and Leadership Team were consulted as part of the considerations in paragraph 4.1 above and the approach was supported.
- 5.2. In order to comply with legal and constitutional requirements, Executive Members will need to be notified of any proposed appointment following a decision of the Committee, prior to an appointment being confirmed.

## **6. FORWARD PLAN**

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

## **7. BACKGROUND**

- 7.1. The current Service Director Place has announced he is to retire, effective 21 September 2021. Due to the timescales for the recruitment of a replacement there will be minimal (if any) handover with the existing Service Director. The Leadership Team, Place directorate managers and others will therefore help support the handover and the retiring Service Director has offered to make himself available informally to answer any questions.

## **8. RELEVANT CONSIDERATIONS**

- 8.1. Prior to advertising the role the job description and person specification were reviewed to ensure that the criteria were consistent with other Service Director posts, were robust and appropriate and did not unduly disqualify any potential candidate from applying.
- 8.2. The role was advertised both internally and externally at the request of the Leader and Deputy Leader to ensure that we tested the market to obtain the best possible candidate.
- 8.3. The advert was posted on 13 July 2021, with a deadline of 2 August 2021 for submission of applications. At the initial stage candidates had to complete an application form, a literacy test, a numeracy test and a personality profile. Shortlisting of applicants was carried out based on the application form and two tests. The personality profile was not scored but was used as part of the interview and to understand potential development needs.
- 8.4. The next stage involves a written test which candidates were given one hour to complete. Finally, the candidates attend an interview with a panel of three officers, during which they provide a presentation and answer competency-based questions from the panel. This is the same presentation that will be provided to the Employment Committee. Details will be provided in the part 2 report.
- 8.5. The application and tests were all carried out online. The panel interview is held in person, although due to the pandemic all candidates are given the opportunity to opt for an interview via video conference if they required it.

## **9. LEGAL IMPLICATIONS**

- 9.1. The Council's Constitution sets out the terms of reference for the Employment Committee which states at 10.3.4(b) "To interview and appoint candidates for the posts of Service Director, and to interview and recommend to Council the appointment of Monitoring Officer, Chief Finance Officer and Returning Officer/ Electoral Registration Officer."

## **10. FINANCIAL IMPLICATIONS**

- 10.1. Full Council has previously approved the budget which includes the staffing budget. Prior to the creation of the Service Director roles in 2018 the posts were subject to an external job evaluation exercise by Hay to determine the salary level for each post

## **11. RISK IMPLICATIONS**

- 11.1. The proposals contained within this report for future senior management arrangements of the Authority have regard to the adopted risk and opportunities framework in seeking to ensure that the Council manages its risks in an efficient and effective manner.

## **12. EQUALITIES IMPLICATIONS**

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. The Council's Recruitment Policies are developed and consulted upon in a way which complies with the Equalities Act 2010.

## **13. SOCIAL VALUE IMPLICATIONS**

- 13.1. The Social Value Act and "go local" requirements do not apply to this report.

## **14. ENVIRONMENTAL IMPLICATIONS**

- 14.1. There are no known Environmental impacts or requirements that apply to this report.

## **15. HUMAN RESOURCE IMPLICATIONS**

- 15.1 The Human Resources Implications are contained within the body of the report. The Interim Human Resources Services Manager played a full role in the recruitment as part of the recruiting panel.

## **16. APPENDICES**

- 16.1 Appendix A – Service Director Place Job Description
- 16.2 Appendix B – Service Director Place Person Specification

## **17. CONTACT OFFICERS**

- 17.1 Anthony Roche, Managing Director  
[anthony.roche@north-herts.gov.uk](mailto:anthony.roche@north-herts.gov.uk); ext 4588
- 17.2 Ian Fullstone, Service Director Regulatory  
[ian.fullstone@north-herts.gov.uk](mailto:ian.fullstone@north-herts.gov.uk); ext 4480
- 17.3 Jo Keshishian, Interim Human Resources Services Manager  
[jo.keshishian@north-herts.gov.uk](mailto:jo.keshishian@north-herts.gov.uk); ext 4314

**18. BACKGROUND PAPERS**

18.1 None.





**NORTH HERTFORDSHIRE DISTRICT COUNCIL**

**JOB DESCRIPTION**

**SERVICE DIRECTOR – PLACE**

**Date Issued: July 2021**

**Post No:**

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**Job Title:** Service Director – Place

**Service/Unit Area:** Place

**Grade:** 14

**Hours:** 37 hours

**Responsible to:** Managing Director

**Responsible for:** To act as Service Director for the Place Service including the management of the Shared Waste Client Team, Grounds Maintenance, Leisure contract management, and Emergency Planning. To be responsible for all the professional and administrative staff in the Directorate.

**Contacts:** Individuals and or groups: e.g. service areas, Members, other organisations.

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**Job Summary:**

The management of the Place directorate to ensure that services are delivered efficiently and effectively in accordance with the Council's requirements and policies. Taking responsibility for the development and implementation of the strategic objectives of the Council in relation to the services directly relevant to the Place Service.

Through the development of strategies, contracts, procedures and systems that maximise the efficiency and effectiveness of the services to enable current and future customer expectations to be achieved and to monitor the implementation and delivery of such. To be responsible for the management of all capital and revenue budgets within this service area.

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**Key Responsibilities:**

**1. Principal Responsibilities**

- 1.1 To contribute to and support the development and implementation of the strategic objectives and associated service and performance plans of the Council and the Directorate ensuring that the service's contribution is integrated effectively with the whole.
- 1.2 To oversee the management of the service areas making up the Directorate to ensure an efficient, effective and customer focussed service.
- 1.3 To develop and monitor the effectiveness and implementation of the service plans and to ensure that the appropriate action is taken when necessary.
- 1.4 To raise and sustain awareness of the services for which the post is responsible through effective communication with the public, relevant stakeholders and other service users.
- 1.5 To understand the needs and expectations of service users and ensure that these are reflected in the standards, quality, cost and method of service delivery.
- 1.6 To gain the support and commitment of internal and external partners so that value is added to services provided by the Council and those partners.
- 1.7 To be responsible for the NHDC Emergency Planning function with the County and network framework..
- 1.8 To ensure that Members are fully briefed on issues relating to the Place service and take responsibility for briefing the Portfolio Holder so that key decisions can be taken effectively
- 1.9 To be aware of legislative changes that impact on the service areas and ensure that policy and procedures are revised to comply with statutory and national requirements and standards.

## **2. Staff Management**

- 2.1 To provide supportive management to coach, develop and motivate staff and empower them to deliver high quality services and contribute to the achievement of Council priorities.
- 2.2 To deploy staff effectively and ensure they are performing to agreed standards (including 1:1 meetings as set out in the 1:1 Policy, recruitment and selection, use of disciplinary and absence monitoring policies and performance appraisal).
- 2.3 To ensure that all dealings with staff are conducted within the Council's Equal Opportunities framework and appropriate legislation.

## **3. Service Management**

- 3.1 To review and develop the services for which the post holder is responsible and initiate and manage change, to achieve continuous improvement, to maintain agreed performance targets and continuous improvement.
- 3.2 To ensure the service meets the Council's Customer First Standards including monitoring the 3 C's system to ensure we respond effectively to complaints and learn from them.
- 3.3 To actively promote the service in order to raise the profile of the Council and demonstrate its value to residents and customers.
- 3.4 To produce the service's medium to long term service plan, actively contributing to the Council's Corporate Business Planning process.

## **4. Financial Responsibilities**

- 4.1 To proactively manage budgets under the control of the post holder within agreed financial limits to provide value for money in delivering services and maximise the achievement of Council policy.
- 4.2 To ensure compliance with the Council's Procurement Rules and Financial Regulations and Scheme of Delegation to Officers.
- 4.3 To be authorised signatory for specified budgets.

## 5. Other Responsibilities

- 5.1 To prepare reports for and attend meetings of the Council or Committees as required.
- 5.2 To ensure that all dealing with staff and the public are conducted within the Council's Equal Opportunities framework.
- 5.3 To be available for, and contribute to, the Council's elections functions.
- 5.4 To comply with all relevant legislation to ensure effectiveness in the role.
- 5.5 To have regard for the duty of care of information (with particular reference to the Data Protection Act GDPR and Freedom of Information Act) gained during the course of employment that relates to other employees, the public, contractors, elected Members etc.
- 5.6 The post holder is responsible for ensuring that the requirements of any procedure relating to health and safety are met in activities under their control and to appoint key staff responsible for health and safety. They must contribute to and support the health and safety policy and ensure that employees responsible to them understand and implement the policy and follow recognised safe systems of work.
- 5.7 To undertake other duties which may arise or as may be delegated from time to time, appropriate to the grade of the post.

## 6. Political Restriction

**This is a politically restricted post under the terms of the original Local Government and Housing Act of 1989, Local Government (Politically Restricted Posts) Regulations 1990, and subject to most recent amendment under the Local Government, Economic Development and Construction Act brought into effect on 12th January 2010.**

- 6.1 Political restriction is divided into two categories and relates to the post holder duties, thus;
  - 'Sensitive' posts, which meet one or both of the following duties related criteria,
    - Giving advice on a regular basis to the Authority itself, to any committee or sub committee of the Authority of any joint committee on which the Authority are represented, or where the Authority are operating executive arrangements, to the executive of the Authority;

to any committee of that executive, or to any member of that executive who is a member of the Authority.

- Speaking on behalf of the Authority on a regular basis to journalists or broadcasters.

6.2 The post holder must therefore be aware that in accepting this post, they are required to confirm that they will conform with these political restrictions and that they will be included as conditions of their formal contract of employment with the Authority.

**Signed** ..... **Manager** **Date** .....

**Signed** ..... **Employee** **Date** .....

**Name** ..... **Employee**

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# North Hertfordshire District Council



## Service Director – Place

### Person Specification

Date issued: July 2021

Category	Essential Job Requirements	Desirable Job Requirements	Method of Testing
<b>Job Related Skills and Knowledge:</b>	<p>Knowledge of current policy issues and legislation affecting Local Government and the services managed</p> <p>Clear understanding of the practical implications of Service Planning, Continuous Improvement and Performance Management and experience in effecting these.</p> <p>A track record of delivering effective and responsive services through development and implementation of innovative approaches to service delivery.</p> <p>Political skills and sensitivity.</p>	<p>Working knowledge and understanding of all aspects of Local Government Finance gained through training or experience</p>	<p>Application form / Interview / References</p> <p>Application form / Interview / References</p> <p>Application form / Interview / References</p> <p>Application form / Interview</p>

<p>Ability to develop performance targets and strategies sufficiently to achieve continuous improvement.</p>		<p>Application form / Interview</p>
<p>Ability to plan and prepare revenue and capital expenditure including proposals for growth and savings.</p>		<p>Application form / Interview</p>
<p>Ability to understand and analyse complex information at speed on a wide variety of issues.</p>		<p>Application form / Interview</p>
<p>Numerate with strong evaluation and problem solving skills.</p>		<p>Application form / Interview</p>
<p>The financial skills and knowledge to monitor expenditure and ensure the delivery of services within budget and in accordance with Financial Regulations and Contract Standing Orders.</p>		<p>Application form / Interview</p>
<p>Ability to work effectively as part of a senior level management team.</p>		<p>Application form / Interview</p>
<p><b>Education/Qualifications:</b></p>	<p><b>Education/Qualifications:</b></p>	
<p>A degree in a relevant subject or equivalent</p>	<p>Evidence of Continued Professional Development</p>	<p>Documentary evidence</p>
<p>Proven track record of managing local authority services at a senior level in a complex environment.</p>	<p>A management qualification</p>	<p>Documentary evidence / Application form / Interview</p>



<b>Planning &amp; Organising Skills:</b>	<p>Proven track record in achieving change in a complex organisation.</p> <p>Demonstrably successful project planning and project management.</p>	<p>Experience of project management, procurement, delivery and implementation at a senior level in a complex environment.</p>	<p>Application form / Interview</p> <p>Application form / Interview</p>
<b>Communication Skills:</b>	<p>Evidence of ability to write clear, concise and accurate reports for presentation to senior managers and Members.</p> <p>The leadership skills and track record to develop and manage and gain the commitment of staff at a senior level and to motivate them to work co-operatively and flexibly.</p> <p>The interpersonal and communication skills necessary to gain and sustain the confidence and commitment of service users and partners to the work of the section and the Council.</p> <p>Ability to communicate effectively orally and in writing to a wide range of audiences including the public, councillors and staff, and produce reports to Council committee standard.</p> <p>Advising at Committee.</p> <p>Ability to develop effective liaison</p>	<p>Successful partnership working – representing the organisation at a senior level on external bodies.</p>	<p>Application form / Interview</p> <p>Application form / Interview</p> <p>Interview</p> <p>Interview</p> <p>Application form / Interview</p> <p>Application form / Interview</p>

	<p>arrangements within the Service, across the Council and with external agencies.</p> <p>Confident in conversing in fluent English which is sufficient to fulfil all spoken aspects of the role.</p>		Interview
<b>Problem Solving Skills &amp; Accountability:</b>	<p>Ability to analyse service needs sufficient to oversee the development of programmes for their provision.</p> <p>The judgement necessary to identify issues that may be politically sensitive and to act accordingly.</p> <p>The ability to think about issues facing the Directorate from a strategic perspective and to develop appropriate solutions and implement these on the ground.</p> <p>Ability to take a strategic approach to policy and practice and planning to ensure the long-term development of the services.</p> <p>A record of achievement and innovation in a related field to this post.</p> <p>IT literate with experience of utilising IT solutions to improve efficiency of service delivery.</p>	<p>A track record that demonstrates tangible achievement in working effectively with other organisations and agencies towards a common end.</p> <p>Successful partnership working – representing the organisation at a senior level on external bodies</p>	<p>Application form / Interview</p> <p>Application form / Interview</p> <p>Application form / Interview</p> <p>Interview</p> <p>Application form / Interview</p> <p>Application form / Interview</p>

<p><b>Other Requirements:</b></p>	<p>Ability to promote the image of the Directorate through articulate and confident approach.</p> <p>Ability to promote the organisation's Values and Behaviours through your leadership.</p> <p>This post is subject to satisfactory checks with the Disclosure and Barring Service and is exempt from the rehabilitation of offenders act. Commitment, drive and enthusiasm.</p> <p>Ability to work unsociable hours.</p> <p>Full driving licence and vehicle available for work use.</p>		<p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview</p>
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Signed..... **Manager**                      **Date**.....

Signed..... **Employee**                      **Date**.....

Name..... **Employee**

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