



Please ask for Rachel Lenthall
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The Chair and Members of Joint
Cabinet and Employment & General
Committee

28 February 2017

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 7 MARCH 2017 at 10.00 am in Committee Room 1, Town Hall, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)
4. Capacity to support work on HS2 (Pages 7 - 18)
5. Local Government Act 1972 - Exclusion of Public

To move "That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements)(Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 1, 3 and 4 on the grounds that it contains information relating to individuals, information

relating to the financial or business affairs of any particular person and to consultations or negotiations in connection with any labour relations matter arising between the authority and employees of the authority.”

6. Restructure of Private Sector Housing Service (Pages 19 - 62)

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Local Government and Regulatory Law Manager and Monitoring Officer

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 10th January, 2017

Present:-

Councillor T Gilby (Vice-Chair in the Chair)

Councillors	Ludlow	Councillors	Simmons
	Bagley		Davenport
	Serjeant		A Diouf
	J Innes		P Gilby
	Elliott		

Non-Voting Members Dickinson
Catt

*Matters dealt with under the Delegation Scheme

25 DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA

No declarations of interest were received.

26 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Burrows and Huckle.

27 MINUTES

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 1 November, 2016 be approved as a correct record and signed by the Chair.

28 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

RESOLVED –

That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 1 and 4, on the grounds that it contained information relating to individuals and to consultations or negotiations in connection with any labour relations matter arising between the authority and employees of the authority.

29 **POLICY AND COMMUNICATIONS RESTRUCTURE AND THE DEMOCRATIC SERVICES AND ELECTIONS SECTION WITHIN THE DIRECTORATE OF RESOURCES - PHASE 2 - POLICY, COMMUNICATIONS AND DEMOCRATIC SERVICES**

The Policy and Communications Manager submitted a report recommending for approval a new employee structure which combined the current Policy and Communications Service with the Democratic Services section within the Directorate of Resources.

The Joint Cabinet and Employment and General Committee had approved phase 1 of the restructure on 1 November, 2016 which established a new Elections section within the Directorate of Resources. Recruitment to the posts of Electoral Services Manager and Elections Officer had been completed but recruitment to the permanent Elections Assistant post would be delayed pending phase 2 of the restructure as it offered potential suitable alternative employment for displaced employees.

The proposed changes in phase 2 of the restructure involved merging the Democratic Services section with the Policy and Communications Service. The new employee structure had been developed to support the aims and objectives of the Council's Workforce Strategy and sought to deliver improved quality, efficiency, flexibility and resilience. The restructure also addressed succession planning concerns, provided improved collaboration opportunities across the service and a re-designed Member and Civic Support team to provide more efficient and effective support to members and the mayoralty.

The report outlined the consultations that had taken place with affected employees, trade unions and other key stakeholders; and provided details of the financial, human resources and people management implications.

Alternative along with their reasons for rejection were also included in the report.

***RESOLVED –**

1. That Phase 2 of the restructure of the Policy and Communications service and the Democratic Services and Elections section, which proposes a revised structure for the Policy and Communications service and Democratic Services, be approved.
2. That the Policy and Communications Manager in consultation with the HR Manager be authorised to make appointments to the revised structure.

REASON FOR DECISIONS

To deliver effective corporate services to meet the changing needs of the Council.

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For publication

Capacity to support work on HS2 (R000)

Meeting:	Joint Cabinet and Employment and General Committee
Date:	7 th March 2017
Cabinet portfolio:	Economic Growth
Report by:	Michael Rich, Executive Director

For publication

1.0 Purpose of report

- 1.1 To outline the case for additional time-limited resource for work to support HS2 proposals for a station and depot in the borough.

2.0 Recommendations

- 2.1 To agree that provision within reserves of £100k made by Council on 23rd February should be used to fund a time-limited project manager post to lead and coordinate the work required by the council on HS2.
- 2.2 To establish a post in line with the draft job description set out at appendix A and delegate to the Executive Director approval of a final version.

3.0 Report details

- 3.1 A parallel report to Cabinet sets out the latest position regarding the proposals for HS2 that include a maintenance depot in

Staveley and high speed services stopping at Chesterfield station. The approach being taken by the council is described in the Cabinet report and a draft response to the current consultation is also set out.

- 3.2 The report notes the increased expectation on the council to work with partners to support the case for a station and depot and develop more detailed plans for how this can be delivered and how the benefits can be maximised.
- 3.3 At present, the work is being undertaken by several officers within the development and growth service, overseen by an Executive Director. However, the amount of activity required by the council, in order to maintain its reputation and deliver strong proposals that will ultimately lead to investment in the borough, is increasing. Officers currently engaged are also working on a number of key development schemes around the borough and delivering the revision to the local plan.
- 3.4 Given the scale of the opportunity for the borough and the competing demands on officers, it is considered that additional capacity is required to ensure work is carried out in a timely manner and of the quality necessary.
- 3.5 At its meeting on 23rd February, Council approved a Budget that included provision for up to £100k to be used from the Service Improvement Reserve to fund additional capacity to work on HS2. This was subject to Joint Cabinet and Employment and General Committee approving the case for this resource and establishing a post(s).
- 3.6 The preferred use of this resource is a dedicated project manager post for a two year period. A draft job description is provided at appendix A. The model for this role has been the recently approved Northern Gateway project manager post. As with that project, there is considered to be significant value in having the right skills in place dedicated to a single project and able to drive it forward on behalf of the council.
- 3.7 Key activities for the postholder are set out in appendix one. In summary, the role would ensure that the work the council is required to do to support the case for a station and depot and

maximise the benefits for the borough is delivered on time and to quality. This would be through strong project management and partnership working, to ensure others within and outside the council are contributing as required, as well as through directly delivering tasks themselves. Internal project management and governance will be put in place to ensure the work of the project manager is suitably directed and performance managed.

3.8 The grade for the post is still being finalised through the job evaluation process but is likely to be around scale 12, with approximate total costs of £50k p.a. The allocation within reserves would act as a cap on the overall expenditure and if the final salary costs exceeded £50k p.a. then the post would be reduced in duration in order to fit within the available budget.

3.9 The draft job description has been shared with the county council for comment in order to avoid duplication of activity with officers already working on HS2.

4.0 **Human resources/people management implications**

4.1 The post would be time limited, likely to be around 2 years. The post would sit within the economic development team with line management arrangements to be confirmed.

4.2 The post will be advertised externally and the experience of recruitment to the Northern Gateway post used to inform the approach.

5.0 **Financial implications**

5.1 As noted above, council has made provision of up to £100k from the Service Improvement Reserve to fund this post over the next two years. The provision would act as a cap with the duration of the post limited to that affordable within this budget.

5.2 The postholder would be responsible for overseeing the use of other funding from D2N2 and SCR for specialist studies, masterplanning etc.

6.0 **Legal and data protection implications**

6.1 The postholder will be required to comply with the council's policies and made aware of statutory duties and data protection issues.

7.0 **Consultation**

7.1 The proposal to establish this post does not place any existing staff at risk and therefore no consultation has been carried out.

8.0 **Risk management**

8.1 Key risks are considered in the parallel report to Cabinet. In addition to these, there is a risk that the council fails to recruit to this post. Mitigation will include evaluation of the recent process for the Northern Gateway post to learn from that experience.

9.0 **Equalities Impact Assessment (EIA)**

9.1 No assessment has been undertaken. Recruitment will be carried out in line with council policies which are compliant with equalities duties.

10.0 **Alternative options and reasons for rejection**

10.1 A number of alternatives to recruiting a dedicated project manager have been considered. Firstly, the council could continue to allocate work to current officers and potentially deprioritise other activity in order to generate more capacity for work on HS2. This option has not been pursued since officers with the relevant skills are already working at capacity on existing priorities, such as strategic growth projects, or statutory activities, such as the revision to the local plan.

10.2 Another option considered is to use resources to fund further consultancy work to project manage as well as undertake specialist studies. This has been discounted as it will be far less cost effective than directly employing a member of staff and will not provide appropriate ownership of the project by the council.

10.3 A further option is to allocate some additional hours and/or establish part time roles rather than have a single postholder. This would have a potential advantage of greater resilience, but

would lose the benefit of having dedicated and focused capacity to drive the project and avoid competing calls on postholders.

11.0 **Recommendations**

11.1 To agree that provision within reserves of £100k made by Council on 23rd February should be used to fund a time-limited project manager post to lead and coordinate the work required by the council on HS2.

11.2 To establish a post in line with the draft job description set out at appendix A and delegate to the Executive Director approval of a final version.

12.0 **Reasons for recommendations**

12.1 To ensure the council has sufficient capacity to lead the work required to support HS2 proposals for a station and depot in the borough.

Decision information

Key decision number	719
Wards affected	All
Links to Council Plan priorities	Thriving Borough

Document information

Report author	Contact number/email
Michael Rich	01246 345461 michael.rich@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>N/a</i>	
Appendices to the report	

JOB DESCRIPTION

JOB TITLE: Project Manager (HS2) **POST**
NO:

DIRECTORATE: Economic Growth Directorate

SERVICE AREA: Economic Development
GRADE:

RESPONSIBLE TO: Development and Growth Manager

RESPONSIBLE FOR:

MAIN PURPOSE OF POST:

To lead and co-ordinate the growth strategy for HS2 in the Chesterfield area, ensuring this drives the future economic growth of the borough.

To manage all aspects of the contribution the council is making to the development of the HS2 depot at Staveley and station in Chesterfield.

To liaise with all stakeholders to maximise positive economic outcomes of HS2 for the local economy.

DUTIES AND RESPONSIBILITIES:

The postholder must, at all times, carry out their duties and responsibilities to comply with Borough Council policies and procedures.

To develop and deliver a Chesterfield HS2 programme, bringing together a range of major and complex projects that will enable and maximise the benefits of a station and depot in the borough.

Work in partnership with external partners and key stakeholders from the public and private sector to ensure the effective delivery of projects and to ensure strong and effective relationships are maintained.

Provide leadership to multi-disciplinary teams from a project delivery perspective in order to achieve successful economic growth outcomes from project delivery.

Ensure that all professional work related to project delivery is undertaken (e.g. technical assessments, planning, licenses, disposals, consents).

Ensure that effective project management, planning and budget and risk management controls systems are in place to ensure sound project delivery.

Manage dependencies between projects in order to minimise costs and delays and maximise benefits.

Deliver effective engagement and positive communication with the public throughout development and delivery of the programme, including bespoke consultation where appropriate on particular projects and/or supporting regional or national consultation processes.

Ensure timely and effective decision making within the council, at officer and member level, and ensure partner decision making processes and timescales are fully understood and built into project plans.

Identify, as appropriate, new opportunities for projects, schemes and activities that will maximise the benefits of HS2 within Chesterfield and the wider area and bring forward outline business cases for these opportunities.

Maintain a thorough knowledge of the relevant latest policies, strategies and initiatives locally, regionally and nationally in order to facilitate the delivery of projects and the development of new initiatives.

Use up to date knowledge of funding to identify and secure investment from the public and private sector to enhance project delivery or to support the development of new projects.

Oversee and implement procurements to support project delivery in line with Council's (and/or funders) procurement policy.

Identify gaps in knowledge and skills requirements internally to ensure effective delivery of projects in a timely manner; where appropriate, develop specifications and procure consultants for additional research and technical studies.

Prepare detailed project reports and analysis for Project Boards, internal Council meetings (including Cabinet and Full Council reports), and partners.

Ensure compliance with all project funding requirements through achieving the effective monitoring of activity undertaken and the establishment of clear audit trails.

Undertake presentations (internally and externally) on programme and project progress as required.

Ensure that the wider economic, social and health benefits from project/scheme delivery are realised by working with colleagues and partners.

Ensure that good practice is embedded into the delivery of projects and that lessons learned and evaluation is included in all aspects of project delivery.

Any other duties which are equal/similar to the responsibility level and grade of the post.

To be aware of, and implement, the Council's Equal Opportunities Policy

SPECIAL FEATURES OF THIS POST

You may be required to carry out these duties at your usual workplace or at another Council site, as well as spending time with partners based in the wider area.

PERSON SPECIFICATION

JOB TITLE: Project Manager (HS2)

POST NO:

DIRECTORATE/SERVICE AREA: Economic Growth

SKILLS/KNOWLEDGE/ABILITIES

Essential

Highly developed project management skills with clear evidence of successes in delivering economic development, regeneration and/or infrastructure projects.

Thorough understanding of national policy framework for economic growth, regeneration, housing and infrastructure.

Strong financial reasoning and analytical skills

Working knowledge of external funding with a track record of securing funding for use on growth, regeneration and/or infrastructure activities

Good understanding of the planning process as part of project development, management and delivery.

Ability to develop and maximise opportunities for economic growth resulting from investment in infrastructure and to capture growth outcomes within local communities.

Experienced communicator both verbally and in writing (experienced in preparing reports internally and externally, producing project monitoring updates as well as having effective inter personal skills that allow you to persuade and influence others).

Ability to lead, motivate and develop project teams and forge effective relationships often at a senior level

Ability to plan and co-ordinate activities of self and project team in context of conflicting priorities

Desirable

Knowledge of national rail policies and issues relating to rail investment and infrastructure in the region.

EXPERIENCE

Essential

Experience of managing complex inter-disciplinary projects on the ground

Significant experience of working in regeneration/economic development/infrastructure

Experience of working with multiple stakeholders and maintaining strong relationships whilst delivering complex programmes and projects

Experience and track record in leading multi-disciplinary project teams and partnerships to secure positive outcomes.

Experience of managing internal and external contractors.

Experience of procurement, evaluation, risk management.

Desirable

Experience of taking projects through local government decision making processes

QUALIFICATION/TRAINING

Essential

Project Management training qualification or equivalent

Desirable

Educated to degree level or equivalent

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Agenda Item 6

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