



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

MEETING OF THE LIVERPOOL CITY REGION APPOINTMENTS AND DISCIPLINARY COMMITTEE

To: The Members of the Liverpool City Region
Appointments and Disciplinary Committee

Dear Member,

You are requested to attend a meeting of the Liverpool City Region Appointments and Disciplinary Committee to be held on **Friday, 26th July, 2019** at the rising of the LCR Combined Authority meeting in the Authority Chamber - No.1 Mann Island, Liverpool, L3 1BP.

If you have any queries regarding this meeting, please contact Trudy Bedford on telephone number (0151) 330 1330.

Yours faithfully

Head of Paid Service
WEBCASTING NOTICE

This meeting will be filmed by the Combined Authority for live and/or subsequent broadcast on the Combined Authority's website. The whole of the meeting will be filmed, except where there are confidential or exempt items.

If you make a representation to the meeting you will be deemed to have consented to being filmed. By entering the body of the Chamber you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured or if you have any queries regarding the webcasting of the meeting please contact the Democratic Services Officer on the above number or email democratic.services@liverpoolcityregion-ca.gov.uk

You should be aware that the Combined Authority is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Combined Authority's published policy.

LIVERPOOL CITY REGION APPOINTMENTS AND DISCIPLINARY COMMITTEE

AGENDA

- 1. APOLOGIES**
- 2. DECLARATIONS OF INTEREST**
- 3. MINUTES OF THE APPOINTMENTS AND DISCIPLINARY COMMITTEE
HELD ON 8 NOVEMBER 2018**

(Pages 1 - 2)

- 4. RECRUITMENT TO THE POST OF DIRECTOR OF INTEGRATED
TRANSPORT FOR THE LIVERPOOL CITY REGION COMBINED
AUTHORITY**

To consider the report of the Head of Paid Service.

(Pages 3 - 14)

APPOINTMENTS AND DISCIPLINARY COMMITTEE

At a meeting of the Appointments and Disciplinary Committee held in the Authority Chamber - No.1 Mann Island, Liverpool, L3 1BP on Thursday, 8th November, 2018 the following Members were

P r e s e n t:

Metro Mayor S Rotheram
Chairperson of the Combined Authority
(in the Chair)

Mayor J Anderson OBE, Councillor P Davies, Councillor D Long, Councillor G Morgan, Councillor I Maher and Councillor R Polhill.

5. DECLARATIONS OF INTEREST

It was reported that no declarations of interest had been received.

6. MINUTES OF THE APPOINTMENTS AND DISCIPLINARY COMMITTEE HELD ON 27 JULY 2018

RESOLVED – That the minutes of the meeting held on 27 July 2018 be approved as a correct record.

7. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

8. COMBINED AUTHORITY STAFFING STRUCTURE

The Appointments and Disciplinary Committee considered a report of the Director of Corporate Services which sought approval of a number of key appointments to the LCR Combined Authority.

RESOLVED – That:-

- (i) the current Interim Head of Paid Service be appointed to the position of LCR Combined Authority Chief Executive for 2 years effective from the date of the decision;
- (ii) a report containing the recommendation regarding the appointment of the LCR Combined Authority Chief Executive be published as part of the forthcoming LCR Combined Authority agenda for consideration and determination accordingly, in the interests of transparency;
- (iii) the LCR Combined Authority consider the Merseytravel positions of Director of Corporate Development and Director of Integrated Transport become Directors appointed to the LCR Combined Authority; and

- (iv) the structure chart for LCR Combined Authority Senior Management Team be noted.

Minutes 5 to 8 be received as a correct record on the 26th day of July 2019.

Chairperson of the Committee

(The meeting closed at 4.52 pm)

LIVERPOOL CITY REGION COMBINED AUTHORITY

To: The Metro Mayor and Members of the Appointments and Disciplinary Committee

Meeting: 26 July 2019

Authority/Authorities Affected: All

EXEMPT/CONFIDENTIAL ITEM: No

REPORT OF THE HEAD OF PAID SERVICE

RECRUITMENT TO POST OF DIRECTOR OF INTEGRATED TRANSPORT FOR THE LIVERPOOL CITY REGION COMBINED AUTHORITY

1. PURPOSE OF REPORT

The purpose of this report is to approve the Role Description, Person Specification, salary grade range and proposed process for the recruitment of the Director of Integrated Transport.

2. RECOMMENDATIONS

It is recommended that the members of the Appointments and Disciplinary Committee;

- (a) Note the contents of this report; and
- (b) Approve;
 - (i) the Role Description and Person Specification (attached as Appendix A);
 - (ii) the proposed use of Gatenby Sanderson to support the executive search and recruitment.

3. BACKGROUND

- 3.1 The current Director of Integrated Transport has taken the decision to retire from his position on 31 July 2019. Arising from this announcement a review of the Directorate structure was undertaken to ensure that in future the organisational design supports the delivery of priorities. Following this review the Chief Executive considers that it is necessary to undertake a recruitment process to fill the vacant post of Director of Integrated Transport.

- 3.2 The terms of reference for the Appointments and Disciplinary Sub Committee require that sub committee to approve the Role Description and pay grade for the appointment to Directors.
- 3.3 The Role Description has been reviewed and revised to reflect the current requirements for the role and the working relationship and interfaces with the Combined Authority and other partners. A copy of the Role Description is attached as Appendix A.
- 3.4 The grade for this role, as with all Director and Head of Service roles, is set using the Job Evaluation methodology of KornFerry Hay. The updates to the role description are not significant and therefore it is not proposed to vary the existing grade paid to the previous post holder. Should the role evolve such as for example an increase or decrease in scope and responsibility, the option is available to undertake a re-evaluation. The details of the salary will be presented in a verbal report to the members.
- 3.5 Given the senior specialist nature of this post and the the need to recruit in a competitive market from a relatively small pool it is proposed to use specialist support to progress the search/recruitment process.
- 3.6 In accordance with the contract and procurement procedure rules quotes have been sought from a range of agencies who will be able to support the executive search and selection process to demonstrate that value for money has been considered. Agencies were requested to submit a two part quotation based on search and recruitment.
- 3.7 Following consideration of the quotes, it is recommended that Gatenby Sanderson are commissioned to support the advertisement, executive search and recruitment. This particular agency has worked with the LCR CA previously and with other Combined Authorities and bodies such as TfN and as such has a good understanding of the market and of our requirements.
- 3.8 Planning and preparatory work has been undertaken to ensure that recruitment can commence at the earliest opportunity once approval is granted. It should be noted that notice periods for the applicants for such a post can be lengthy.
- 3.9 An estimated indicative recruitment plan is outlined below. This timetable will be subject to Combined Authority Panel Member and applicant availability, deadlines for selected publications where appropriate, and the summer holiday period.

Action	Target Date for Completion
Appointments Panel approval to create and recruit	26 July 2019
Advertising and recruitment pack finalised	w/c 29 July 2019
Advert goes live	w/c 5 August 2019
Advert closes and initial evaluation of applicants	13 September 2019
Longlisting - FR supported by agency	September/October
Assessment/technical interviews - FR/HR/ + others	September/October
Shortlisting - FR supported by agency	September/October

Action	Target Date for Completion
Approval of Shortlist - Appointments & Disciplinary Sub	September/October
Final interview - Appointments & Disciplinary Sub	September/October

4. RESOURCE IMPLICATIONS

4.1 Financial

The costs associated with the employment of the Director of Integrated Transport will be contained within existing budget.

4.2 Human Resources

There are no Human Resource issues directly associated with this report. When recruitment is undertaken robust processes will ensure that the process is fair and transparent.

4.3 Physical Assets

There are no physical asset implications directly associated with this report however when appointment is made, equipment will be re-assigned and if necessary up-dated.

4.4 Information Technology

There are no Information Technology related implications directly associated with this report however when the appointment is made individual postholder requirements will need to be assessed and appropriate equipment purchased if required. Typical costs of a laptop, mobile telephone and remote access is approximately £1200.

5. RISKS AND MITIGATION

Failure to fill this post with an appropriately experienced and qualified appointment will lead to a critical resource shortfall in skills, knowledge and experience that limits the ability of LCRCA to deliver its priorities. By using an executive search and recruitment specialist the LCRCA will maximise the chance of filling this role, having considered the best possible candidates from as wide a pool as possible.

6. EQUALITY AND DIVERSITY IMPLICATIONS

There are no equality and diversity implications arising out of the recommendations set out in section 2 above. When working with the search and recruitment agency all issues relating to equality and diversity will be at the forefront of the process.

7. COMMUNICATION ISSUES

There are no communication or consultation issues arising directly from this report.

8. CONCLUSION

Having taken some time to consider the need for this post in the future and concluding that it is critical to the future successful delivery of LCRCA'S priorities it is essential that recruitment can commence as soon as possible

FRANK ROGERS
Head of Paid Service

Contact Officer(s):

Alastair Ramsay, Head of People and Organisational Development, 330 1800
Lynne Gogerty, HRD Operations Manager, 330 1213
Liz Storey, Merseytravel 330 1151

Appendices:

Appendix A – Director of Integrated Transport Role Description inc. person specification

Background Documents:

None

ROLE DESCRIPTION

Directorate:	LCRCA - Integrated Transport
Job Title	Director of Integrated Transport
Salary Band	£104,306 - £124,848
Reporting To	Liverpool City Region Combined Authority Chief Executive
Supervises:	Senior Head of Service, Head of Bus , Head of Rail, Head of Asset Management
Political Restriction	This post is politically restricted

1. Primary Purpose of the Post
<p>Provide strategic expertise, advice and guidance on transport to the Liverpool City Region Combined Authority (LCRCA).</p> <p>Lead and manage the Integrated Transport Directorate of the LCRCA.</p> <p>Be a pro-active member of the LCRCA Senior management team.</p> <p>Act also Director of the Passenger Transport Executive Board (the meetings of this board are commonly referred to as the Merseytravel Executive), and is also a member of the Beatle Story Board.</p>
2. Key Role Specific Responsibilities
<ul style="list-style-type: none"> • Providing specialist transport expertise, advice and guidance to the Metro Mayor, Portfolio Lead, Transport and Air quality, CEX and Director colleagues of the LCRCA to support the development of transport policy, investment decision and scheme development. • Ensuring that all activities within the Integrated Transport Directorate are supporting the delivery of the LCRCA Policy and priorities and the role of transport in underpinning economic growth across the Liverpool City Region (LCR) is maximised. • Provide effective leadership including strategic direction to the DIT Management team and the functions within the Directorate including Bus, Rail, Asset Management, Active Travel (Walking and Cycling) and the Key Route Network. • Overseeing the development of transport schemes to ensure continuous development and improvement of the transport network within the LCR. • Be a proactive member of the LCR CA Senior Management Team, supporting the overall strategic direction of the organisation and supporting delivery of its priorities. • Ensuring that the needs of customers, existing and potential are placed at the forefront of all decision making within a value for money context. • Overseeing the effective management and maintenance of the organisation's assets.

- Act as the primary contact for the Department for Transport, in partnership, where appropriate with the Head of Government Relations for the LCR CA.
- Be the organisations senior representative on a range of external bodies such as Transport for the North, Urban Transport Group etc.
- Proactively build relationships with relevant stakeholders to promote and increase the organisations contribution and influence on the wider regional and national transport agendas in the delivery of existing and future transport solutions for LCRCA to support economic growth. A key focus currently is the delivery of Northern Powerhouse Rail.
- Proactively manage the transport operators in the LCR.
- Work effectively with the wider LCR stakeholder community (including Constituent Local Authorities, the business sector and communities) in the delivery of the transport agenda.
- Provide effective leadership as Chair of the Transport Advisory Group.
- Adopt cost effective and innovative practice and a forward-thinking approach instilling a culture of continuous improvement and innovation across the Directorate and with partners across the Liverpool City Region through collaboration.

3. General Corporate Responsibilities

- To support the implementation of the City Region’s Devolution agreement and wider strategic priorities.
- In line with the respective role to ensure policy and practice are ‘joined up’ across areas of the city region.
- Maintaining effective and constructive participation with the LCRCA Senior Leadership to make open, honest and effective corporate management decisions within the LCRCA’s formal governance structure.
- Work with the LCR CA CEX and Directors, the Metro Mayor, Portfolio Lead Transport and Air Quality and other LCRCA Elected Members, to ensure the co-ordinated implementation of strategies and plans for the Organisation and provide advice on significant policy decisions.
- To share responsibility for the preparation implementation of business plans, the financial plan, annual budget and promote efficiency targets and initiatives.
- Take responsibility for the achievement of specific work-streams.
- Provide leadership by communicating the vision and interpreting and providing the broad strategic direction for program policies, standards and systems.
- Promote understanding of and adherence to LCRCA values by modelling appropriate behaviours and encouraging others to do likewise.
- To embed a culture that places customers first, adopts a can-do approach and focuses on communities and working locally.
- To work with public and other relevant bodies to support Liverpool City Region’s communities, through services and activities which address local

concerns and which foster social capital and ‘resilient communities’.

- To contribute to the corporate management of the strategic risks facing the LCRCA.

4. General Director Level Responsibilities

- Deliver all Directorate performance targets as discussed and agreed with the CEX.
- To lead a group of services, ensuring effective performance management, actively engaging with LCRCA’s performance management framework.
- To promote a performance-driven culture through the accountability of the lead officers allocating resources, managing risks, monitoring and review.
- Providing leadership and inspiration to deliver service excellence in order to achieve the delivery of Transport Plans, the Corporate Plan and other associated objectives locally, regionally and nationally.
- Provide advice on the development of services.
- To share and communicate a clear understanding of the Directorate priorities across the LCR with other services, with the CA and Mayor, with constituent authorities, with other partners and with government.
- Ensure the development, provision and analysis of high quality management information and documentation that is timely, accurate and meaningful.
- Create a positive learning and working environment through delegation, mentoring and coaching of staff and through the identification of training and development needs.
- Effective recruitment and selection of staff adhering to the LCRCA’s recruitment policies and procedures.
- Maximise UK Government and European funding, private sector venture, business and other funding available to the City Region through the Directorate.
- Support the scrutiny process established by the LCRCA.
- Manage employee relations effectively.
- Proactive management of absence and attendance.
- Encourage a continuous improvement ethos to develop an outstanding service, where value for money and best value are delivered and innovation and enterprise flourish.
- Developing a culture within the Integrated Transport Services Directorate with robust financial and risk management ensuring that all expenditure of public funds is compliant with all organisational financial policies and procedures, Standing Orders and financial regulations.
- Taking overall responsibility within the Directorate for ensuring compliance with legislation and LCRCA policies and procedures in relation to governance.
- Promote the work of the LCRCA and LCR locally and nationally.

- Promote full consideration of the equality impacts of decisions on the full range of Protected Characteristics and develop an embedded commitment to equal opportunities and promote non-discriminatory practices in all aspects of work undertaken.
- Ensuring that management of all resources is applied consistently across the Integrated Transport Services Directorate in accordance with organisational policies and procedures.

This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility at the time of writing. There is recognition that the Combined Authority is likely to be subject to continuous change. As such, senior officers are expected to work flexibly and accept that their areas of specific responsibility may also be subject to change.

PERSON SPECIFICATION

SERVICE AREA: Liverpool City Region Combined Authority - Integrated Transport

JOB TITLE: Director of Integrated Transport

SALARY BAND: £104,306 - £124,848

Note to Applicants.

Essential criteria are marked with *. All other criteria are desirable.

CRITERIA	KNOWLEDGE AND SKILLS	METHODS OF ASSESSMENT
Qualifications and Training	1. Membership of (or eligibility to join) a recognised and relevant professional body. *	A
	2. Evidence and commitment to continuous personal and professional development.*	A
	3. A recognised Degree or Postgraduate qualification in Management or Leadership.	A
Experience	4. Significant transport or construction related experience at a senior level.*	A,I
	5. Significant, demonstrable experience in a senior leadership role in a transport or construction project environment.*	A,I
	6. Extensive proven track record of provision of specialist technical input into the formulation and delivery of strategies and policies in a public sector organisation or other organisation of comparable scope and complexity.*	A,I
	7. Comprehensive experience of financial and resource management and providing specialist technical input into major capital schemes.*	A,I
	8. Experience of using financial and commercial awareness and the ability to analyse complex information to deliver objectives.	A,I
	9. Evidence of achieving excellence in the delivery of services.	A,I
	10. Evidence of involvement in the development of the major schemes.	A,I
	11. Proven record of developing and utilising links with Stakeholders/Partners at a senior level.*	A,I
	12. Evidence of translating ideas into practice.*	A,I,P

APPENDIX A

CRITERIA	KNOWLEDGE AND SKILLS	METHODS OF ASSESSMENT
Knowledge	<p>13. An understanding of the LCR devolution agreement, local government, central government and their roles structures and relationships.</p> <p>14. Detailed understanding of relevant key government policies and the policy making/legislative process.</p>	<p>A,I,E</p> <p>A</p>
Skills/Abilities	<p>15. Ability to lead, inspire and motivate others within a culture of proactive service delivery and continuous improvement.</p> <p>16. Highly developed influencing and persuasion skills with a determination to deliver.</p> <p>17. Ability to develop and maintain effective working relationships with integrity, credibility and influence with national and local politicians, civil servants officers, and other key stakeholders.</p> <p>18. Able to deliver and lead others under pressure, prioritising competing demands to meet deadlines.</p> <p>19. Positive, flexible responsive, dynamic and creative approach to problem solving, encouraging ideas from across teams, working around constraints and challenges to translate ideas into practice.</p> <p>20. Highly developed written and oral presentation skills with ability to present complex ideas in a clear and comprehensible way.</p> <p>21. High level awareness of media and presentational issues, and ability to work with politicians and media professionals to shape and project credible public positions.</p> <p>22. Ability to concentrate attention on complex pieces of work for long periods of time.*</p> <p>23. Ability to analyse and interpret information and to use judgement in creating solutions to deliver complex pieces of work.*</p> <p>24. Highly developed business and financial acumen.</p> <p>25. Ability to meet challenging deadlines.*</p> <p>26. Ability to anticipate and understand the needs of the LCRCA and the city region and translate them into solutions and outcomes.</p> <p>27. Experience and ability to build effective working relationships with a wide range of stakeholders.</p> <p>28. Ability to negotiate, influence and give advice to politicians, senior managers and partner organisations.</p>	<p>A,I</p> <p>A,I,P</p> <p>A,I</p> <p>A,I,E</p> <p>A,I</p> <p>A,I,P</p> <p>A,I,E</p> <p>A,I</p> <p>A,I</p> <p>A,I</p> <p>A,I,E</p> <p>A,I</p>

APPENDIX A

CRITERIA	KNOWLEDGE AND SKILLS	METHODS OF ASSESSMENT
	29. Evidence of creative, innovative thinking, encouraging ideas from across teams, creatively working around constraints and challenges and capable of translating ideas into policy and practice. 30. High level of skill in strategic and analytical thinking allied with an ability to make effective, critical decisions.	A,I A,I,E
Behaviours	31. A determination to deliver and takes ownership to achieve LCR CA goals and strategies. 32. Demonstrates the highest levels of professionalism. 33. Ability to demonstrate a high level of personal resilience and integrity. 34. Ability to work collaboratively. 35. Ability to work under pressure and public scrutiny. 36. Commitment to continuous improvement. 37. Commitment to deliver the LCR CA agreed behaviours of LCR First, Respect and Action Focus.	A,I,E A,I,E,P A,I,E A,I,E A,I,E A,I A,I
Commitment	38. An understanding of and a personal commitment to the Vision and Aims of Liverpool City Region Combined Authority. 39. A commitment to providing a high quality customer service and ensuring service standards are met.* 40. Commitment to and understanding of equal opportunities.	A,I,P A,I A,I
Other	41. Knowledge of the key issues facing the City Region.* 42. Flexible approach to working hours and willingness to work flexibly as and when required. 43. Evidence of quality, time management and organisational skills. 44. Ability to attend meetings inside and outside the city region.	A,I,E,P A,I A,I,E A,I

Key to Assessment Methods:

I - Interview, P - Presentation, A - Application, E- Exercise

This page is intentionally left blank