



Committee: PERSONNEL COMMITTEE

Date: MONDAY, 4TH JUNE 2018

Venue: LANCASTER TOWN HALL

Time: 6.10 P.M.

A G E N D A

1. **Apologies for absence**

2. **Appointment of Vice-Chairman**

To appoint a Vice-Chairman for the duration of the 2018/19 municipal year.

3. **Minutes**

Minutes of the meetings held on 30th April and 8th May 2018 (previously circulated).

4. **Declarations of Interest**

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. **Items of urgent business authorised by the Chairman**

6. **Exclusion of the Press and Public**

The Committee is recommended to pass the following recommendation in relation to the following item:-

"That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Schedule 12A of that Act."

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for the Committee itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

The Committee will adjourn at this point and convene as an informal Recruitment Panel to facilitate interviews. After interviews have been conducted, the Committee will re-convene to consider and make an appointment.

7. **Assistant Chief Executive Appointment** (Pages 1 - 10)

Report of the Interim HR Manager.

The press and public will be re-admitted at this point.

8. **Recruitment for Proposed New Executive Team Roles** (Pages 11 - 14)

Report of the Interim HR Manager.

9. **Proposed Director Role Profiles** (Pages 15 - 25)

Report of the Interim HR Manager.

10. **Interim Manager Arrangements**

Report of the Chief Executive to follow.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Ronnie Kershaw (Chairman), Eileen Blamire, Claire Cozler, Caroline Jackson, Margaret Pattison, Susan Sykes and Phillippa Williamson

(ii) Substitute Membership

Councillors Rebecca Novell (Substitute), Jane Parkinson (Substitute) and Sylvia Rogerson (Substitute)

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Services - telephone 01524 582073, or e-mail sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support, telephone 582170, or alternatively email democraticsupport@lancaster.gov.uk.

SUSAN PARSONAGE,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER, LA1 1PJ

Published on Thursday, 24th May 2018.

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

PERSONNEL COMMITTEE**Recruitment for Proposed New
Executive Team Roles****4 June 2018****Report of the Interim HR Manager****PURPOSE OF REPORT**

To enable the Committee to agree the selection processes for the proposed new roles, should a decision be made to implement the proposed new executive team structure.

This Report is public.

RECOMMENDATIONS

That Personnel Committee

- (1) Consider and approve the proposed processes for selection for the proposed new Director roles**

The above is conditional on the outcome of consultations on the proposal for a restructure, and further decisions in terms of implementation.

1.0 Proposals for a new Executive Team Structure

- 1.1 Proposals for consultation on a new Executive Team Structure have been developed, and a report was considered at the Cabinet meeting held 24 April 2018.
- 1.2 Following call-in, agreement has been reached to move forward to formal consultation with staff and unions on the proposals.
- 1.3 Although it is not possible to prejudge the outcome of any consultation or decision making, it is prudent to consider at this stage how any selection decisions might be made.

2.0 Recruitment Processes for Appointing to the New Structure

- 2.1 Recruitment processes proposed for this exercise have been developed based on past practice for recruitment to Chief Officer roles, and take into account the clear need to be legally compliant, consistent and fair. Fairness in the selection process is always important but it must be particularly transparent when considering leadership roles. It is also important to note that the Rules of Procedure within the Constitution (Part 4 Section 6) will be followed in terms of the recruitment process.
- 2.2 Following consultation with staff and unions, if a new structure is agreed, it is suggested the recruitment process will start in mid to late July.

- 2.3 Adverts for the new roles will be developed, based on the job descriptions and person specifications. The roles will be advertised on the Council's website, Jobsgopublic (our partner for online job advertising) and a number of other high profile job boards, as well as in the Municipal Journal. A microsite will also be developed so that it can be referred to from each place the role is advertised, and this will contain additional information about the roles, the Council and the District. It is expected that this approach will provide for enough exposure for the roles to attract sufficient candidates.
- 2.4 Applications will be sought on the basis of a CV and personal statement / covering letter. The recruitment literature will specify what information the Council expects to see within an application for a role. Any existing Chief Officers who apply for the new roles will be expected to submit a quality application, even though they will be guaranteed progression through to the final stages of the selection process.
- 2.5 A view will be taken at the end of July as to whether sufficient applications are being submitted, considering both quantity and quality. If it is the case that insufficient quality applications are forthcoming, then it is proposed that an approach will be made to a recruitment agency to source additional quality applications. This element of recruitment can be costly, and it is expected a fee equating to up to 15% of salary would be chargeable should the Council take this route.
- 2.6 Once applications have been received, it is expected that the Chief Executive and HR Manager will carry out an initial basic paper shortlisting exercise to remove any applications which are poor quality.
- 2.7 It is proposed that Personnel Committee will then meet to carry out a more thorough shortlisting exercise with the remaining applications, with agreed criteria, to decide which candidates should go through to the next stage.
- 2.8 Once shortlisting has taken place, the remaining candidates will be asked to attend an initial, first stage interview with the Chief Executive, an external specialist or CEO from another Local Authority, and the HR Manager. This exercise will be carried out to ensure initial suitability for the role. A report will come back to Personnel Committee at this stage to confirm the outcomes of this exercise.
- 2.9 All remaining candidates will be invited to attend an assessment centre. This will be managed by specialist staff from the Cabinet Office, with some external assessors, and will be held in their Newcastle assessment centre facilities in early to mid-September. The key components of this assessment centre will be:
- A group exercise
 - An oral briefing exercise (with information provided to candidates beforehand)
 - A role-play situation
- 2.10 All exercises at the assessment centre will be designed to test the generic skills required for these new roles, but not the very role-specific skills relating to the specific field of work. The important outcome from the assessment centre is that for each candidate, we are able to see their competence in the following areas:
- Leadership
 - Communication
 - Performance Delivery
 - Strategic Thinking
 - Commercial Awareness
- 2.11 The assessors will construct a report for each candidate which summarises their strengths and development needs. A summary of this report will be presented to the

interviewers for each candidate they will see, and an approach will be developed to enable the panel to explore with the candidate any areas of potential weakness.

2.12 Interviews will take place, in Lancaster, during mid-September. It is proposed that interview panels are constructed as follows:

- Personnel Committee Members, which may include Cabinet members
- The Chief Executive
- An external CEO or specialist
- The HR Manager (for advice on process)

2.13 A set of interview questions will be developed for each different Director role, and agreed with interviewers in advance. Whilst these questions will be set as standard, interviewers will also have the opportunity to ask additional questions based on information which comes out of the interview, as well as testing further any potential areas of weakness identified at the Assessment Centre.

2.14 It is proposed that all interviewers will be given the opportunity to attend a training session for interviewing, to ensure they are aware of best practice, and also the requirements of employment law in the recruitment arena.

2.15 Decisions on who is selected for each role will be made by Personnel Committee. It should be noted that appointments to these roles do not have to be made if the panel believe that there is no suitable candidate.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

There is no impact.

LEGAL IMPLICATIONS

There are no legal implications arising from this Report.

FINANCIAL IMPLICATIONS

The overall financial implications in relation to the proposals for restructure will be referred to in the main report to Cabinet for consideration in early July.

It is envisaged that costs relating to recruitment would amount to approximately £20K. This includes adverts with the MJ (circa £6k), assessment centre costs (maximum costs for assessors up to £12k) and travel and subsistence costs for those delivering the service, contributing to the recruitment process and for internal applicants' travel to the assessment centre location (estimated at around £1k). In addition other external online adverts would be placed at a cost of £720.

Had the proposals for restructure not been made, it is anticipated that recruitment for the Chief Officer (Legal and Governance) and the Chief Officer (Regeneration and Planning) would have been taken forward separately at different times, with costs for both adding up to the circa £20K figure mentioned above. This is because primarily individual adverts for each role would have been placed in the Municipal Journal, whereas one advert will be placed in this publication for this exercise, if the restructure goes ahead.

Costs incurred in the past for Chief Officer recruitment, e.g. the Chief Officer Legal and Governance role in 2017, included consultancy fees of £1,666 for North West Employers,

advertising in the MJ at a cost of £6,755, advertising in the Law Society Gazette at £995 and a personality questionnaire costing £920, which in total brought the cost of that exercise to circa £10,296.

It should be noted that detailed cost implications relating to the overall proposal for restructure will be included in the further report for Cabinet, following conclusion of the formal consultation process. It is the report for Cabinet which will seek approval for overall costs, relating to recruitment and other future costs incurred if implementation of the proposal for restructure goes ahead.

It is expected that up-front costs associated with implementation of the proposals for restructure will be met from the Restructuring Reserve.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

Human Resources will ensure that any processes in relation to recruitment are in line with any related internal employment policy and employment legislation.

DEPUTY SECTION 151 OFFICER'S COMMENTS

The Deputy Section 151 Officer has been consulted and has no comments.

MONITORING OFFICER'S COMMENTS

This report has been considered by the Monitoring Officer who has no further comments, save that this is subject to the outcome of the final consultation.

BACKGROUND PAPERS

Contact Officer: Dave Rigby
Telephone: 01524 582180
E-mail: darigby@lancaster.gov.uk

PERSONNEL COMMITTEE**Proposed Director Role Profiles****4 June 2018****Report of the Interim HR Manager****PURPOSE OF REPORT**

To enable the Committee to consider the proposed role profiles for the proposed new Director and Deputy Director positions.

This report is public.

RECOMMENDATIONS

- (1) That Personnel Committee consider and provide feedback on the proposed role profiles for the proposed new Director and Deputy Director Positions.**

1.0 Introduction

- 1.1 A proposal has been made by the Chief Executive to restructure the Council's senior executive team. That proposal will be subject to a further Cabinet decision in early July 2018, following consultation with staff.
- 1.2 If Cabinet make a decision to go ahead with the proposals for restructure, and depending on the outcomes of call-in, the role profiles for the new roles must be agreed ready for advertisements being placed, should that be a result of the decision by Cabinet. It should be noted that only the Director level roles would be advertised as a result of a positive Cabinet decision on the overall proposal.

2.0 Role Profiles

- 2.1 Role profiles, attached at Appendix 1, have been developed for the proposed new roles, which are:
- Director of Corporate Services
 - Director for Economic Growth and Regeneration
 - Director for Communities and the Environment
 - Deputy Director for Communities and the Environment
- 2.2 The purpose and key elements of each new role have been developed based on the future needs of the Council both corporately and in each of the specific Departments, and the ambitious plans for the Council in the coming years.
- 2.3 The skills included for the new Director roles reflect an approach where all new director roles have a requirement for a common and high level set of core generic skills / competencies. For each of these areas, a set of statements has been developed which reflect the behaviours and achievements the Council expects of officers at this level. The core headings are:
- Leadership
 - Communication

- Performance Delivery
- Strategic Thinking
- Commercial Awareness

2.4 In addition to the core generic skills for each role, a further set of role-specific requirements have been developed and included which sets out the specific experience and skill expected for each individual role.

3.0 Actions

3.1 The Committee is asked to review the role profiles, and provide feedback in relation to their content.

CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing): There is no impact.	
LEGAL IMPLICATIONS There are no legal implications arising from this report.	
FINANCIAL IMPLICATIONS There are no financial implications in relation to this report. Financial implications relating to the proposals for restructure will be dealt with in the report for Cabinet, for consideration in early July.	
OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces: There are no resource implications arising from this report.	
SECTION 151 OFFICER'S COMMENTS The Deputy Section 151 Officer has been consulted and has no comments.	
MONITORING OFFICER'S COMMENTS This report has been considered by the monitoring officer who has no further comments, save that this is subject to the outcome of the final consultation.	
BACKGROUND PAPERS	Contact Officer: Dave Rigby Telephone: 01524 582180 E-mail: darigby@lancaster.gov.uk

Director for Economic Growth and Regeneration

Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents.

This pivotal role in our most senior team is responsible for delivering our overarching vision of making the District an outstanding place to visit, live and invest.

Reporting directly to the Chief Executive and providing strategic leadership and support to elected Members, the post holder will hold responsibility for ‘place shaping’ and delivering physical transformation, leading inward investment, and creating the conditions for jobs and growth in the district, as well as delivering excellent services to residents.

Key Elements of the Role

- Maximising opportunities for income and growth from the Council’s current portfolio of properties and assets
- Identifying opportunities for all aspects of economic development across the district at all levels, developing key strategic partnerships across the public and private sectors to secure inward investment and growth in key geographical areas of the district
- Managing or sponsoring significant projects already underway within the Council, e.g. Canal Quarter, ensuring success factors are in place and projects deliver successful outcomes for the district
- Driving forward the regeneration agenda across the district, working in partnership with commercial partners where appropriate to ensure opportunities for regeneration projects are identified, maximised and progressed at the right pace
- Delivering an excellent planning service, from application and building control to planning enforcement
- Ensuring the Council ‘punches above its weight’ nationally, regionally and locally through its economic, regeneration and strategic positioning.
- Strengthen the Council’s commercial investment strategy to support the organisation’s long term funding needs, and add value to the communities we serve
- Leading a group of services and highly experienced leaders, setting direction, establishing priorities, building capacity, maintaining focus, delivering value for money and delivering continuous improvement.
- Championing participation from the Community
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Working with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Undertake the ‘Senior Emergency Officer’ role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has a record of driving economic prosperity and developing thriving communities
- Has a proven ability to identify and drive forward opportunities for regeneration, through defining strategy, developing partnerships and securing inward investment for the good of the region

- Takes responsibility for senior project and programme leadership for high value, complex and large-scale regeneration and growth projects
- Has an ability to promote the region locally, nationally and internationally to secure growth in a variety of creative ways
- Has a sound grasp of statutory planning requirements, and an ability to shape the service to meet future challenges
- Is able to implement cross-functional working to better support clients, partners and delivery of the vision

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's advantage
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Develops positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisation's sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offers a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation

- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

DIRECTOR OF CORPORATE SERVICES

Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents. Reporting to the Chief Executive, the vital strategic role will provide visionary and effective leadership to the Corporate Services teams, leading the professional heads of service to ensure the provision of high quality corporate support to the Council to enable the delivery of the Council's ambitious agenda, through interactions with staff, elected Members and other stakeholders.

Key Elements of the Role

- Leadership and strategic management of all Corporate Service Teams, including: Finance, HR, Learning & Development, Facilities Management, Legal Services, Audit, Procurement, Democratic Services and Governance
- Working closely with the Executive Team to help shape the organisation's strategy and deliver on aspirational transformation across many aspects of service delivery, e.g. facilitating operational transformation
- Supporting the Executive Team to deliver strategic aims and objectives for all business areas, ensuring there is sufficient skill and capacity within Corporate Services to achieve successful outcomes
- Constantly exploring avenues to deliver efficiency savings for the Council through partnership working, where appropriate, finding new ways to deliver services to the client base
- Strengthen the Council's commercial investment strategy to support the organisation's long term funding needs, and add value to the communities we serve
- Enabling colleagues and the wider Council to deliver ambitious plans to improve financial sustainability
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Ensuring the Council meets its statutory duties both legally and financially
- To act as the most senior finance professional within the Council, ensuring financial strategies, budget plans, projections and accounts are delivered in line with Council and public sector requirements
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Is an experienced leader who has held senior leadership responsibility for a number of Corporate Service functions at strategic level
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports the agenda for change
- Is able to provide expert and professional advice to a wide audience across the wide range of Corporate Service functions
- Ensures Heads of Service work together as one entity, demonstrating strong leadership and developing a collaborative approach towards continuous improvement

- Aligns service delivery with the needs of clients and improves organisational performance
- Is able to implement cross-functional working to better support internal clients
- Has a strong background in accountancy / finance, understands complex accounting models, and holds an accountancy qualification

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas
- Develops positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisations sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

DIRECTOR FOR COMMUNITIES AND THE ENVIRONMENT**Role Purpose**

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents. This vital public-facing role is a pivotal role in our most senior team, and is responsible for delivery and oversight of the majority of the public services the Council provides. The post holder will provide strategic leadership to the largest staff group within the Council, and will constantly ensure services are delivered to the public in ways which reflect a modern approach, providing real value for money and enabling continuous improvement through digitalisation, efficiency and commercialisation.

Key Elements of the Role

- Leadership and strategic management of all services in the Department, including:
 - Private Sector & Council Housing
 - Environmental Health
 - Waste & Recycling
 - Public Realm
 - Repairs and Maintenance for Council Properties and Assets, including Council-occupied buildings
 - Parking
 - Markets
 - Customer Services
- Championing participation from the Community
- Oversight of the Council's Sport and Leisure Centre and playing an active role in turning this into a more commercial venture
- Taking the lead in promoting and delivering cross-public sector working
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Strengthen the Council's commercial investment strategy to support the organisation's long term funding needs, and add value to the communities we serve
- Acting as client officer in relation to contracted out functions and services within the broad range of responsibilities of the post
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes**Role Specific Requirements**

- Has experience of delivering large scale and complex services to a vast client base
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports an agenda for change
- Is outcome-focused, and actively takes steps to improve service delivery
- Understands the benefits of delivering services through partnerships with other public sector agencies and organisations
- Understands, supports and makes best use of modern technology in the delivery of services
- Aligns services with the needs of clients and in support of a commercial approach
- Is able to implement cross-functional working to better support clients

- Has demonstrable experience of delivering transformational service improvement

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas
- Works inclusively to develop positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisation's sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

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**DEPUTY DIRECTOR FOR
COMMUNITIES AND THE ENVIRONMENT**

Role Purpose

Reporting into the strategic Director, these Chief Officer level roles are responsible for the operational delivery of a number of the public services the Council provides within the overall Communities and the Environment Department. The post holders will initially provide leadership to a number of Heads of Service, and will focus in the short term on delivering a fully merged department operating in a collegiate structure, enabling closer working between teams.

Key Elements of the Role

- Leadership and management of a number of services in the Department, which could include any of the following:
 - Private Sector & Council Housing
 - Environmental Health
 - Waste & Recycling
 - Public Realm
 - Repairs and Maintenance for Council Properties and Assets, including Council-occupied buildings
 - Parking
 - Markets
 - Customer Services
- Developing service strategies with Heads of Service, aligned with Council plans and in conjunction with the Director
- Seeking and implementing opportunities for efficiencies throughout the Department
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Undertake the ‘Senior Emergency Officer’ role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has experience of delivering large scale and complex services to a vast client base
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports an agenda for change
- Is outcome-focused, and actively takes steps to improve service delivery
- Understands, supports and makes best use of modern technology in the delivery of services
- Aligns services with the needs of clients and in support of a commercial approach
- Is able to implement cross-functional working to better support clients

Leadership

- Understands own leadership style and puts in place strategies to use it for the Department's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas

Performance Delivery

- Focuses on the goals of the Department
- Identifies and takes opportunities to improve the Department's performance
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Proposed and delivers clear strategies which add value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and the Department's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Collaborates and partners with other organisations to enable the achievement of strategic aims
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth