

LICHFIELD DISTRICT COUNCIL

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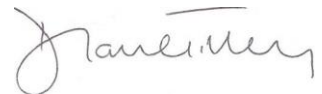
27 May 2016

To : Members of the Lichfield District Council

In accordance with Paragraph 4(2) of Part 1 of Schedule 12 to the Local Government Act 1972, you are hereby summoned to attend the special meeting of the Lichfield District Council which will be held in the Council Chamber, District Council House, Frog Lane, Lichfield, on **TUESDAY 7 JUNE 2016 at 6.00 pm.**

The Chairman's Celebrant, Mrs G Jones, will lead the Council in a moment's reflection.

Access to the Council Chamber is either via the Members' Entrance or the main door to the vestibule.



Chief Executive

A G E N D A

- 1 APOLOGIES FOR ABSENCE (if any).
- 2 DECLARATIONS OF INTEREST.
- 3 PROPOSAL FOR SENIOR MANAGEMENT RESTRUCTURE.

To agree the proposed Senior Management Restructure (see attached report).

Proposal for Senior Management Restructure

Report of the Leader of the Council



Date:	7 th June 2016
Agenda Item:	3
Contact Officer:	Diane Tilley
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Key Decision?	YES
Local Ward	n/a
Members	

COUNCIL

This report has five appendices which are colour coded for ease of reference as follows:

Report – White

Appendix One – West Midlands Employers report - Green

Appendix Two – Structure and broad portfolios – Lilac

Appendix Three – Job Descriptions and Person Specifications for Directors posts – Gold

Appendix Four – Additional feedback from staff, Cabinet and Employment Committee - Peach

Appendix Five – Summary of issues raised at oral representation – Grey

1. Executive Summary

- 1.1 Following consideration of proposals at Cabinet and Employment Committee, Council decided on 8th March to undertake formal consultation on a proposed senior management restructure for Lichfield District Council. The relevant reports and supporting information are listed later in this paper as Background documents.
- 1.2 On 9th March 2016 a 30 day period of consultation commenced on the proposals, and affected staff were placed 'at risk'.
- 1.3 During this time one to one interviews have been conducted for all staff requesting one, two open consultation sessions have taken place, and a meeting has been held with Unison representatives.
- 1.4 Written consultation responses were actively invited from across the organisation, not just from staff directly affected and, in light of the link on Joint Waste Service, from Tamworth Borough Council.
- 1.5 A report assessing the comments made against the intended purpose of the restructure and the desired outcomes has been completed and is attached at **Appendix One (Green)**. Please note that this report has its own Appendices A – D.
- 1.6 The revised proposed structure was presented to affected staff (26th April) and councillors (12th May) and has been formally considered by Cabinet (19th May) and Employment Committee (24th May)
- 1.7 The substantive comments raised since 26th April are outlined in the Consultation section later in this report and at **Appendix Four (Peach)**.

2. Recommendations

- 2.1 That Council approve the implementation of the proposed structure of two Directors, and nine Heads of Service, including a post of Assistant Chief Executive as detailed in **Appendix Two (Lilac)**.

- 2.2 That Council agrees the establishment of an Appointments Sub Committee and delegates to it the management and delivery of the process for appointment of Directors to the new structure as set out in the Constitution.
- 2.3 That Council approves the Job Description and Person Specifications for the Director posts attached at **Appendix Three (Gold)**.

3. Background

- 3.1 The purpose of the proposed restructure is to :
- Facilitate, support, enable and promote transformation in how the council operates and delivers services to the community
 - Support a ‘one council’ ethos across the organisation, and reinforce strong corporate governance and performance management
 - Enable a more policy driven and evidence led approach to decision-making and service development
 - Work alongside elected members to provide stronger, proactive and forward looking strategic leadership to the authority and district
 - Create and support a tier of empowered and confident heads of service and technical professionals that manage day-to-day operations and service delivery

The report at **Appendix One (Green)** details the results of the consultation carried out from 9th March to 8th April 2016 . The resulting proposed revised structure for achieving these objectives, taking into account the responses from staff, is at **Appendix Two (Lilac)**.

3.2 The next steps

The implementation of the new structure would take place in two phases. The first phase would be the recruitment of Directors. The four current director posts of Strategic Director - Community, Housing and Health, Strategic Director – Democratic, Development and Legal Services, Director of Finance, Revenues and Benefits and Director of Leisure and Parks are to be deleted. The officers holding those posts are ‘ring fenced’ and would be able to apply for either of the new posts proposed. This will be through a process of expression of interest; such expression to give a summary of why the candidate feels they meet the criteria set out in the Job Description and Person Specification (**Appendix Three (Gold)**) for the new posts. There will be an interview process conducted by the Appointments Sub Committee (in accordance with the Constitution of the Council). The Appointments Sub Committee will recommend to the Leader suitable appointments as soon as possible after the interviews provisionally scheduled for week commencing 4th July 2016.

Alternative Options

1. The Council could decide not to implement the structure proposed. The organisation would continue to function and all existing posts would be retained. It is important to note however that the Peer review in 2014 and the WME report of November 2015 highlighted the need for the organisation to change in order to become sustainable and deliver transformed services. This would be a harder challenge within the existing structure and indeed may not prove possible given the current capacity. Furthermore all staff and members involved in the original report supported the need for change, as did the Council in proposing consultation on a new structure, and there were no consultation

	<p>responses that promoted the current structures remaining in place. However no immediate redundancies would be required and the funds earmarked to meet those costs could be used to provide external support to effect transformation in an evolutionary way. Such change however may not be without the need for redundancies over a longer period of time and ad hoc. There would be no creation of an empowered tier of Heads of Service and the current corporate capacity issues would not be resolved.</p> <p>2. The Council could decide to implement the structure originally consulted on. However the consultation that has been carried out was positively responded to and the new structure captures the strong messages received from staff throughout the organisation that change should be effected and that the new proposals represent better synergies between services.</p>
<p>Consultation</p>	<p>Extensive consultation has been undertaken as detailed in Appendix One (Green).</p> <p>All affected staff were given a further opportunity to comment on substantive issues. Those received are detailed at Appendix Four (Peach).</p> <p>Cabinet considered the report on 24th May and approved the recommendations at paragraph 2 of this report. Issues raised at the meeting are detailed at Appendix Four (Peach).</p> <p>Employment Committee considered the report on 24th May and approved the recommendations at paragraph 2 of this report. Issues raised at the meeting are detailed at Appendix Four (Peach).</p> <p>Directors also had the right under their conditions of employment to make oral representation at Employment Committee as to why their post should not be deleted. The Strategic Director – Democratic, Development and Legal Services took up this option. He was supportive of the need to restructure the council but felt it important to raise concerns he had about the proposals. A summary of the points raised and the responses to those points are attached at Appendix Five (Grey).</p> <p>Comments on Job Descriptions and Person Specifications for Heads of Service posts – detailed in the WME report in draft form – have also been invited but these do not need to be formally approved by Council.</p>
<p>Financial Implications</p>	<p>The original structure proposed was designed to be cost neutral. As part of the consultation responses it has been proposed that given the financial pressures the council faces, this opportunity should be taken to reduce the management costs of the organisation. However this needs to be balanced with the need to ensure the capacity of the organisation is adequate. The current proposals reduce the costs of the top three tiers of management. This gives the opportunity to realise a saving of £62,000 or reinvest this in the fourth tier to enhance capacity. (page 11 of Appendix One (Green) refers). At the Cabinet meeting on 19th May, Cabinet expressed a strong desire to retain the ‘cost neutral’ objective to the restructure in order to ensure that capacity was not compromised. It was felt that it was more important to get the structure right than to seek savings at this stage.</p> <p>There are multiple scenarios of how the proposed structure could be populated at</p>

Head of Service level including current staff being assimilated into new posts, staff being appointed through internal competition and new entrants to the council. The skills then needed at fourth tier can only be assessed at the point at which Heads of Service posts are filled and so it is not possible to produce an exact financial assessment of the implementation of the new structure.

There will be one-off costs associated with the implementation of a new management structure. These will include support costs (West Midlands Employers) estimated to be approximately £20,000 (already budgeted for as part of the Fit for the Future programme).

Redundancy costs arising from the consolidation and downsizing of the number of posts at second and third tier are dependent on the age and length of service of the individuals being made redundant and therefore cannot be precisely calculated at this stage. At this stage, 5 requests for Voluntary Redundancy have been submitted and these will be considered at the appropriate time in the process. The costs of redundancy are estimated to range from a minimum of £150,000 up to a maximum of £500,000 (including as necessary actuarial strain of pensions). The Council has an earmarked reserve of £418,225 to meet these costs.

It is anticipated that any shortfall could be met from general reserves, which currently stand at £3.079m, excluding minimum reserves and earmarked reserves. It is accepted that this is a significant cost to the authority. However it is clear that the strategic objectives of the Council in serving its communities, and the transformation it needs to become sustainable can best be achieved through the catalyst of this restructure.

Members will be aware of the emerging MTFs for 2016 – 2020 which indicates a reduced budget for the Council. Further efficiencies and transformation will be needed over the next four years to ensure that our position is financially sustainable. It is recognised that there are costs associated with this proposal, but there is flexibility in the proposed structure to ensure that senior management changes as the role of the council evolves.

Contribution to the Delivery of the Strategic Plan	The proposed restructure will play a significant role in achieving our fourth strategic priority – to be ‘A council that is fit for the future’ District Council's Strategic Plan 2016-20
Equality, Diversity and Human Rights Implications	The process that has been followed in the development, consultation and proposal for a restructure of senior management has ensured all issues relating to equality, diversity and human rights have been appropriately considered.
Crime & Safety Issues	There are no implications

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Reduction in staff morale which affects recruitment and retention	Ensuring that staff are kept advised on progress of the review and time scales for each phase of work. Ensuring all staff , and in particular	Yellow – Material

		those directly affected are able to make their views known through consultation Ensuring Council policy is correctly applied	
B	Insufficient capacity to manage services if staff leave prior to restructure	Keep staff informed and manage their concerns. Manage requests for staff to leave on basis of business need, in accordance with our policy. Consider temporary cover where appropriate. Accept there could be impact on delivery in a review of this scale.	Yellow - Material
C	Loss of knowledge and experience from the Council	Ensure appropriate re deployment and recruitment policies are adhered to	Yellow - Material
D	Costs of redundancy - financial	Ear marked reserves are in place to meet the anticipated expenditure required.	Yellow – Material
E	Insufficient capacity in new structure	Ensuring the right mix of skills and experience are present; additional post of Assistant CE for a fixed term period; ensuring that the heads of Service are empowered and able to fulfil the higher level role commensurate with the revised salary, and that fourth tier posts maintain capacity in service delivery	Yellow - Material

Background documents. Council papers 8th March 2016

Relevant web links [Full Council 08-Mar-2016](#)

Summary Outcomes of Formal Consultation

Lichfield District Council

April 2016



1 Introduction

- 1.1 This report provides a summary of the key points made during the formal consultation period on the proposed new senior management structure for Lichfield District Council. The consultation period commenced on Wednesday 9th March and closed on Friday 8th April, a duration of 30 days. Prior to the consultation period 23 employees were placed 'at risk' of redundancy and two ring-fence groups were established, one for those fulfilling a Director/Strategic Director role and one for all those that represent a 3rd tier manager, reporting to either a Director/Strategic Director or the CEO. During the consultation period, 5 individuals expressed an interest in Voluntary Redundancy (VR) or Early Retirement (ER) which will be considered further during the decision making process. One employee retired having given notice in January 2016
- 1.2 In total 19, '1-2-1' meetings and two consultation workshops were held with those individuals directly affected by the restructure and within one of the two ring-fence groups. The latter were led by the Chief Executive, but in recognition of the time demands, responsibility for facilitating 1-2-1 consultation meetings as delegated to a representative of West Midlands Employers. In addition, there were also 2 meetings with Union representatives, who were engaged in the process throughout. UNISON confirmed that for the purposes of this process, it viewed all posts as '*suitable alternative employment*', should the Council choose to offer an individual a role under the conditions of its redundancy policy (recognising this is not applicable to Chief Officers).
- 1.3 As a result of those 1-2-1 meetings, over 300 comments and questions were raised and responded to, as recorded through a formal record of consultation meetings. In addition, there were a further 6 subsequent written submissions from those within the 'ring-fence' group and 15 submissions and questions from individuals or teams across the wider organisation.
- 1.4 The Chief Executive, supported by WME has reviewed all the comments and questions raised and considered them alongside the stated desired outcomes from any new structure set out in the original report from WME dated November 2015 , which were to:
- Facilitate, support, enable and promote transformation in how the council operates and delivers services to the community
 - Support a 'one council' ethos across the organisation, and reinforce strong corporate governance and performance management
 - Enable a more policy driven and evidence led approach to decision-making and service development
 - Work alongside elected members to provide stronger, proactive and forward looking strategic leadership to the authority and district

- Create and support a tier of empowered and confident heads of service and technical professionals that manage day-to-day operations and service delivery

and this report offers a summary of the key points for consideration in respect of:

- Rationale and overall structure
- Job Descriptions and job evaluation
- Appointment process to proposed new roles
- Other significant points raised through consultation

2 Rationale and overall structure

- 2.1 The vast majority of consultees welcomed the review of the structure and felt it was necessary in order to enable greater transformation and deliver a truly ‘one council’ approach to service delivery.
- 2.2 One key message emerged from the 1-2-1 consultations, with 50% (8 out of 16) of respondents expressing a strong view that:

The proposed 3 Director and 12 Head of Service structure was *‘not radical enough’* to deliver the transformation desired. Primarily, this was on the basis that a significant number of employees would be ‘slotted in’ to roles and thus the organisation would get *‘more of the same’*, with the *‘same people in different roles’*, therefore failing to secure any fundamental change in either the focus of the proposed senior managerial roles or the overall approach.

In addition to that point, a significant number of respondents raised one or more of the points outlined below:

- a) Whilst acknowledging the proposed approach as a step towards a more streamlined structure (in the long term), given the time and effort the structural review was taking, the organisation should take the opportunity to push ahead with more changes now. Some respondents undertook analysis of what they considered comparator organisations, concluding that further streamlining at 2nd and 3rd tier should be possible and would represent a better option, *‘future proofing’* the structure for the medium term.
- b) In light of the above, a structure comprising of just two Directors was suggested, along with a reduced number of HOS posts (between 6 to 10 identified). A number of respondents questioned why the proposed structure was based on a *‘cost neutral’* model, highlighting that since the review commenced in July 2015, the financial

position of the Council had changed as a result of the less favourable financial settlement from government. This underpinned the view that a reduction in senior management costs should contribute a contribution to the overall savings required.

- c) There were various considerations on how a two Director structure could be adopted. More than one respondent referred back to a model considered during the earlier options development phase, which was based on 2 Strategic Director posts operating 'without portfolio' and thus enabling a focus wholly upon integrated service provision shaped around securing desired outcomes and improving external partnerships. However, the majority considered that the need for organisation wide transformation represented the primary rationale for increasing strategic capacity, driving through cultural change across the organisation to ensure a '*One Council approach*'.
- d) In that context, a two Director structure was identified as reducing the risk of 'silo working', enabling Directors to develop a strategic focus, provide leadership across a broadly defined theme and ensure a corporate and 'cross cutting' approach to meeting future challenges facing the Council, with Heads of Service adopting greater responsibility for both the development and implementation of service delivery. A number of respondents also highlighted the additional capacity provided through the LGA following the peer review, which had demonstrated a need for an individual to operate strategically across all areas of the business and without the constraints of service responsibilities. One respondent commented that the LGA secondee "*sat outside the structure and was able to challenge policy and process 'across the piece*". In view of the scale of the transformation challenge, a number of respondents considered there would be considerable benefit in supplementing the Strategic Leadership Team with such a post.
- e) A significant number of respondents expressed concern that the proposed structure failed to "*reduce the 'gap' between the second and third tier*" thus failing to address the need to deliver "more empowered" third tier managers, delegate service delivery decisions or enable a wider strategic contribution to overall policy direction and corporate and organisational development. It also failed to address the issue of providing a more balanced salary structure between 2nd and 3rd tier posts, with many respondents citing examples of where individuals within the service manager ring-fence were already paid within the salary range of the proposed HOS roles.
- f) In addition, further comments questioned whether a Senior Leadership Team of 4 (including the CEO) and a Corporate Management Team of 16 may become difficult to co-ordinate effectively and risk consistency and lose continuity of focus. Accordingly, concluding a more streamlined structure would better enable a one-

council approach, bringing a stronger group focus whilst also strengthening corporate capacity.

2.3 Whilst the above alternative proposals were expressed consistently by half of the respondents, it is also important to consider the wider responses.

- a) A number of respondents offered no analysis of the benefits and disadvantages of the proposed structure and the extent to which it addressed the identified need for change. Some failed to express any view on the overall 'shape' and others indicated they were broadly happy with the proposed structure, commenting, for example, they '*could live with it*'. These respondents opted to focus their responses more upon the detail of the role profiles and configuration of proposed HOS responsibilities below the Director level (in the context of accepting a 3 Directorate approach).
- b) None of the existing 2nd Tier postholders challenged the proposed 1:3:12 structure design or presented any alternative structure models, also focusing their responses on the alignment of service portfolios below Director level. However, more than one Director expressed concerns about capacity at the Strategic Level as a result of reducing from 4 to 3 Directors within the proposed approach.
- c) One respondent argued strongly that the statutory S151 role should be designated at Director level referencing CIPFA guidance that the postholder should be part of a Council's Leadership Team, "*helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest*". The concern expressed being that by positioning the S151 role at HOS level the Council may not be fully compliant with best practice guidance and furthermore that the finance function as a "key driver" for transformation and financial governance would not be represented effectively in strategic dialogue.

2.4 The large majority of respondents expressed strong and individual views with regard to the proposed HOS service portfolios. However, these represented a range of different views from which only a small number of consistent questions and suggested alternatives were identified. Overall, it was concluded that there was no '*easy way*' to equally divide the services into 3 Directorates and which mirrored the outcome of the '*theming*' exercise undertaken as part of the informal consultation workshops facilitated as part of the review undertaken by West Midlands Employers.

Within the constraints of a 3 Directorate model (Economy & Growth / Community / Transformation & Resources) respondents identified a number of challenges in respect of the division of responsibility which challenged what may be considered natural or positive synergies between functions. In seeking to address these through the consultation

dialogue, most respondents found themselves agreeing that by addressing one issue, another was created. This challenge represented part of the rationale shared by consultees in section 2.1 for a two Director structure, i.e. that it removed some of the 'trading off' of service groupings against ones which also offered greater synergy than at present.

2.5 Within the overall responses four key areas of concern emerged from multiple respondents:

a) ICT, Customer Services & Communications

The proposed structure included two HOS portfolios covering ICT& Property and Customer Services & Communications. The effectiveness of such an approach was questioned by a number of respondents, highlighting a natural synergy across ICT, Customer Services and Communications, which could be better exploited within a single Directorate.

A variety of alternatives were proposed, with some respondents suggesting aligning ICT and Customer Services, whilst others arguing ICT should stand alone, or be better aligned solely with Customer Services. However, there was a consensus view that ICT was a vital enabler for the transformation of the Council's services.

All respondents who commented failed to recognise any synergy between ICT and Property and that such a portfolio would risk distancing ICT from the 'change agenda' and furthermore, that aligning aspects of asset and property management alongside the legal services functions offered greater synergies, acknowledging that a significant aspect of the work relates to leases and contracts.

With regard to Customer Services, a range of alternatives were suggested, with some respondents referencing the F4F review *'that it should be aligned with Revenues & Benefits'* and others preferring a stronger alignment to ICT recognising the importance of the channel shift agenda.

A similar diverse range of views were offered in respect of the Communications function, referencing ICT, Customer Services, Economic Development and Tourism (recognising existing multiple interfaces). The value of continuing with a single communications and marketing team was raised with one respondent stating *'in the past tourism and communications was split and this led to more work to deliver the same level of service – with more meetings and less collaboration'* providing a strong view that *'tourism is better aligned with communications'*. This dilemma raised questions about further potential complexities at 4th tier as any new structure is implemented and a similar question was raised with regard to the existing alignment of Licensing (administration) and Elections. Such questions and the opportunities for

separation or sustaining existing team structures (necessitating multiple reporting lines, which in some cases operate effectively in the organisation now) will need to be addressed once the HoS service structure is finalised.

b) Parks & Grounds Maintenance

Within the proposed new structure subject to consultation, there was a separation of Grounds Maintenance and Parks within the Operational Services and Leisure portfolios respectively. Some respondents considered this was a *'backward step and undo all the hard work'* to *'come together'* over the previous years in order to break down *'silo working'* and develop an integrated and more efficient approach to open space management.

A consistent view emerged that as a front facing service, the Parks function was better aligned within the proposed Community Directorate alongside Leisure services and Economic Development e.g. *'visitors to parks and events are about tourism, not operational services'*.

c) Waste & Operational Services

Within the proposed structure, responsibility for the joint waste service was incorporated within a post of Head of Operational Services. Recognising the 'joint' nature of this service, Tamworth BC were also consulted on the proposed changes.

It was widely recognised, including by the existing (Joint) Waste Services Manager, that combining all operational services functions under a single HOS role offered clear benefits in respect of more efficient resource management and utilisation. However, it was also highlighted that the scale and size of a single Operational Services portfolio had been underestimated, with parallels being drawn between that role and one of the previous (4) Director posts. Furthermore, introducing changes in reporting lines affecting the partner authority and Joint Waste Board would, at the current time, be unnecessarily disruptive to a key service area.

d) Housing, Health Wellbeing & Environmental Health

The structure proposed for consultation made provision for a Head of Housing and Wellbeing and a Head of Regulatory Services (covering Environmental Health functions) and both of these posts were positioned within separate directorates. This prompted a series of concerns over the risk of failing to address the increasing co-ordinated focus on the wider public health and wellbeing agenda and the key contributors to such across the whole public service delivery context, with one

respondent commenting *'there is a move nationally to align and realise the link between health and housing'*.

3 Job Evaluation and Job Descriptions

- 3.1 Whilst the detail of the HAY job evaluation profiles were not part of the consultation process, several respondents expressed concerns relating the establishment of two pay bands across the 12 HoS posts. Views were expressed that the creation of differential job size groupings risked creating a perception of a two tier contribution (and valuing) within a structure built around (largely) generic role profiles and designed to develop a 'one team / one council' approach. Accordingly, some respondents stressed the need to review portfolios accordingly to deliver a consistent HoS portfolio/job size. Echoing comments referred to earlier in this summary with regard to 'closing the (pay) gap', several respondents expressed a strong view that being 'on a par with that already being paid to some existing postholders' the proposed new pay bandings would fail to signal the significant shift in strategic / corporate contribution and levels of empowerment the new structure sought to deliver. It was acknowledged that this could only be addressed (both in terms of cost and equity) through greater consolidation of HoS roles.
- 3.2 The details of the proposed Job Descriptions attracted a significant number of comments. Whilst some sought to clarify or strengthen the 'generic' responsibilities at both tiers, those who focused on this level of detail were more concerned about the clarity of definition and detail in relation to the 'service specific' responsibilities. All responses offered in relation to the Job Descriptions were helpful in better defining the functional service responsibilities moving forward and can be reflected in alternative HoS portfolio's brought forward following the consultation. However, in strengthening the 'service specific' responsibilities, it will be important not to undermine the flexibility the council will require as it continues to operate within a rapidly changing context.

4 Appointment Process for Heads of Service

- 4.1 As part of the consultation, the process for appointments to the new structure were outlined. Within this, agreement was sought that any 'assimilation' (i.e. 'slotting in') would be based on a 75% match of 'responsibilities' between current and proposed roles. The threshold of 75% was drawn from the Council's Redundancy Policy in relation to the process of redeployment into what may automatically be considered as suitable alternative employment. However, in that Policy, this is a measure of 'task' as opposed to 'responsibilities', which was not considered appropriate at this level in the organisation. No respondents expressed any concern or disagreement with this approach.
- 4.2 Whilst 'assimilation' was identified as a potential option for some post holders at the third tier, the Council's redundancy policy also refers to suitable alternative employment.

Several respondents questioned a point in the redundancy policy that meant an individual could not be assimilated into a role that was more than one band higher than their current salary. After discussions with UNISON, it was agreed that following the confirmation of the final structure, further discussions on implementation would follow.

5. Further notable points raised during consultation

- 5.1 A significant number of respondents raised questions relating to the (future) 4th Tier structure. This reflected the fact that the significant reduction in third tier posts would result in a number of the consultees seeking positions at that level in the new structure but with service responsibilities that may be retained. In that context, several respondents felt that in giving feedback on the top three tiers *'they had to make lots of assumptions'*, and whilst they could offer a viewpoint about what was 'best for the organisation' they could not factor in a more personal response about their own service area or role.

Whilst it had been indicated clearly that provision had been made within the new proposals for up to eight 4th tier posts to be established, the inability of the organisation to clearly define these at this stage was acknowledged but remained a matter of frustration.

A further group of respondents were keen to explore the extent to which the new 'Heads of Service' could seek to shape and address capacity issues within that 4th tier balancing their need to divest some operational responsibilities whilst also ensuring sufficient professional and management capacity exists. It is clear that a corporate approach to the fourth tier roles will need to be taken, albeit based on the service needs and skills gaps following Director and Head of Service appointments

6 Responding to Consultation Feedback

- 6.1 The level and depth of engagement and analysis offered by consultees through the consultation process has prompted changes to the detailed design of the proposed organisational structure. This demonstrates that the consultation has been constructive and meaningful in its outcomes. Having considered all of the considerable feedback generated through the consultation process and whilst retaining a 'traditional' Directorate and Head of Service approach with defined portfolios (As Model D in the original WME report dated November 2015), changes have been identified in the structure which will be recommended to elected members. These are summarised as set out below.
- 6.2 Responding to the strategic analysis as set out in Section 2 above, concerning the timeliness of and readiness for a more radical degree of change in organisational structure, the amended proposals will be based upon a Chief Executive, with 2 Directors and a fixed term post of Assistant Chief Executive. There will be 8 third tier Heads of Service, with the retention of the existing post of Joint Waste Services Manager. (See

Appendix B for a summary diagram). The new posts of Strategic Directors will retain overall strategic leadership for 'Place and Communities' and 'Transformation and Resources' respectively, although the focus of the roles will be on the development of integrated service provision across the whole of the Council and through working with external partners in their respective themed areas of responsibility. Their focus will be on delivering the high level outcomes as defined in the Strategic Plan and ensuring the Council is best placed to secure its future and influence within the changing environment facing Local Government and specifically District Councils within the wider public sector reform agenda. A revised and new proposed organisation structure identified at **Appendix A**.

The proposed changes to the structure will:

- Provide a greater 'step change' that is considered will 'future proof' the structure against the need to make further changes in the short to medium term. Recognising the reduction in 50% of Director level posts, strategic capacity will be added through the establishing a post of Assistant Chief Executive (without portfolio), which will operate on a 2 year fixed term contract. This postholder will help shape, develop and embed new arrangements, whilst also providing direct support to the Directors and Chief Executive on cross cutting transformation programmes and taking a lead on corporate change initiatives, working alongside Heads of Service, adopting a matrix management approach to the co-ordination and deployment of the required resources.

By the expiry of the fixed term period and completion of the delivery of this comprehensive transformation programme, the transition to the new organisational structure should be embedded, with evidence of positive service and corporate change having impacted. The objective being that the retained structure at that time will reflect a significantly strengthened third tier, operating as a single team, providing independent strategic leadership to their respective service portfolios, whilst ensuring a focus on the achievement of corporate priorities and securing overall outcomes as defined by the Council.

- Provide improved alignment of services with the two newly themed Directorates and securing what is considered to represent the most appropriate HoS portfolios within the context of the overall structure design.
- Enable, and in fact drive, greater empowerment to the newly developed third tier, whilst also providing a single salary band' for Heads of Service that will enable the Council to retain key staff and attract future talent as necessary to maintain strong service leadership. The revised Job Evaluation profiles are set out in **Appendix C**. The

proposed salary band for Head of Services posts is from £55,000 to £60,000. It is not considered that it will be necessary for these posts to warrant further market supplements as the structure has been benchmarked accordingly. Furthermore, the potential for statutory roles to be fulfilled at HOS level has already been designed into the structure and factored in to the evaluation. In view of the generic nature of the Head of Service roles and their corporate contribution as part of the Council's wider Management Team, the removal of such responsibilities would not impact further on grading. A full copy of the new draft job descriptions and person specifications can be viewed in **Appendix D**

- Provide the opportunity for the Council to achieve a saving. The cost of the structure at consultation was based on average/midpoint salaries (excluding employer on costs) of £1,218,845;

Chief Executive	1 x £98,845.00
Director	3 x £80,000.00
Head of Service	12 x £48,000.00
Total	£878,845

With 'balancing' fourth tier of up to 8 posts at an average of £38,000 (£280K) to give the 'cost neutral' projection of **£1,218,845**

The **new** proposed structure will see a reduction in the overall cost of senior management salaries, based on average/midpoint salaries (excluding employer on costs), across tiers two and three.

Chief Executive	1 x £98,845.00
Directors	2 x £80,250
Assistant CEO	1 x £57,500
Head of Service	8 x £57,500
Total	£776, 845

This is a reduction of a little over **£100,000** across the top 3 tiers.

These costs would be supplemented by allocation for retention (or redefining) of up to 10 fourth tier posts at an average of £38,000 (£380K), to give a total maximum projected cost of **£1,156,845**. It should be recognised that these nominal 10 fourth tier roles will sit alongside existing fourth tier posts that have not formed part of the management restructure. These roles would be subject to need, and job evaluation as appropriate. It is accepted that in a small organisation with such a wide variety of services a pure hierarchical structure and equivalent tier grading below third tier would not be possible; it will develop organically and be needs driven.

This would give the opportunity for a potential savings of **£62,000 per annum**. This will vary dependent on actual salaries as opposed to averages used in this modelling.

7 Next Steps

- 7.1 As identified earlier within this report, the proposed amended organisation structure is a direct result of what has clearly been a meaningful consultation process. As the new structure remains based upon a Directorate model (as opposed to any alternative design model), it is not considered necessary to recommence a further formal consultation on the revised proposals.
- 7.2 The next stage will be to seek approval for the implementation of the proposed structure as follows.

19th May – Consideration by Cabinet

24th May – Employment Committee

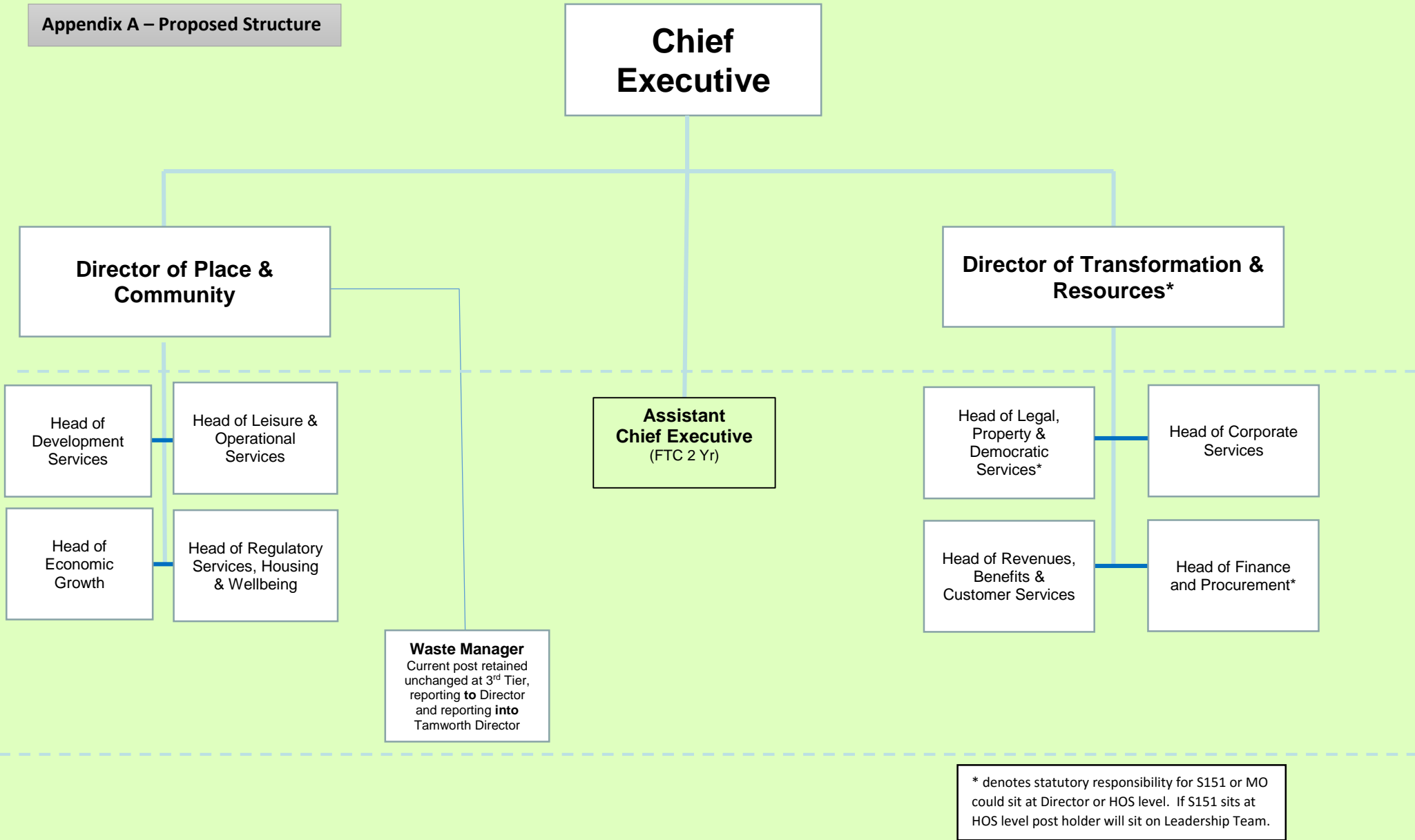
7th June – Full Council

In accordance with the provisions of the (national) Chief Officer Terms and Conditions of Employment, existing Directors are provided with the opportunity to make oral representations on any proposals which involve the deletion of their posts to the Employment Committee on 24th May 2016. In addition to this being provided for, should any consultee (as identified within the defined ringfence arrangements) wish to submit further comments on the revised proposed structure and job descriptions, they should do so in writing, to the Chief Executive, by no later than 23rd May 2016.

With regard to the requests submitted for voluntary redundancy the financial impact of and potential costs incurred will be identified in the reports to Cabinet Employment Committee, and Council. However, final decision making upon the approval of such will depend upon the approval of the final structure and whether it is considered any suitable alternative employment exists within the new structure at the point of implementation.

Subject to approval by Full Council the appointment process for the 2nd Tier Director roles will commence in accordance with the timeline and dates, set out within the original consultation documentation.

Appendix A – Proposed Structure



* denotes statutory responsibility for S151 or MO could sit at Director or HOS level. If S151 sits at HOS level post holder will sit on Leadership Team.

Appendix B – HOS Portfolios

Head of Development Services

- Development Control
- Conservation, ecology, bio-diversity
- Land Charges
- Building Control (Shared Service)

Head of Leisure & Operational Services

- Grounds Maintenance and Park Services
- Street Cleaning
- Council Leisure Facilities
- Sports and active lifestyles.
- Arts Services
- Garrick Theatre

Head of Legal, Property and Democratic Services*

- Legal Services
- Democratic Services
- Election Services
- Property/Estate Management

** NB – this post could be designated as the MO dependent upon Director level appointment*

Head of Finance and Procurement*

- Financial Management & Support
- Audit
- Procurement

** NB – this post could be designated as the S151 dependent upon Director level appointment*

Head of Regulatory Services, Housing & Wellbeing

- Environmental Health Protection
- Public Protection (Licensing)
- Public Health Protection
- Emergency Planning
- Housing Services
- Community Safety
- Community Transport
- Health and Wellbeing

Head of Economic Growth

- Strategic Planning (delivery of Local Plan and CIL)
- Engagement with LEP and CA
- Tourism
- Car Parks
- CCTV

Head of Revenues, Benefits and Customer Services

- Customer services and cross council service delivery
- Council Tax Collection
- Business Rate Collection
- Benefit Payments
- Debt Recovery

Head of Corporate Services

- Policy & Performance
- F4F Programme
- IT Systems & Development
- Corporate external & internal communications
- HR/OD
- Health and Safety
- Insurance
- Facilities Management

Appendix C – Hay Scores and Salary Bands

Position	KH	Score	PS	Score	Acc	Score	Total
Chief Executive	FIII3	528	F+4(57)	304	F3+S	350	1182(A1)
Director of Place	F-II+3	400	F4(50)	200	E+3P	304	904(A3)
Director of Resources	F-II+3	400	F4(50)	200	E+3P	304	904(A3)
Head of Finance and Procurement (including S151)	E+II+3	350	E+4(50)	175	E+3+C+	230	755(A2)
Head of Leisure and Operational Services	EII+3	350	E4(43)	152	E3-P	230	732(A3)
Head of Revenues, Benefits and Customer Services	EII+3	350	E4(43)	152	E2+P	230	732(A3)
Head of Corporate Services	E+II+3	350	E4(43)	152	E2+P	230	732(A3)
Head of Legal, Democratic & Property Services (including MO)	E+II+3	350	E+4(50)	175	E2P	200	725(A1)
Assistant Chief Executive	E+II+3	350	E+4(50)	175	E3+C+	200	725(A1)
Head of Regulatory Services, Housing and Wellbeing	E+II+3	350	E4(43)	152	E2P	200	702(A2)
Head of Development Services	E+II+3	350	E4(43)	152	E2P	200	702(A2)
Head of Economic Growth	E+II+3	350	E4(43)	152	E2P	200	702(A2)

Salary Bands

Director posts - £78,000 to £82,500

HOS posts - £55,000 to £60,000

Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Director of Place & Community	Director	April 2016

Responsible to: Chief Executive

Responsible for: Head of Development Services
 Head of Economic Growth
 Head of Leisure & Operational Services
 Head of Regulatory Services, Housing and Wellbeing
 Waste Manager (with Tamworth Borough Council)

Service Purpose and Values

To act as a member of the Senior Leadership Team (SLT) and provide leadership within the wider Corporate Management Team (CMT) the post holder will be accountable to the Chief Executive and elected members for developing and ensuring the delivery of the Council's vision, objectives and priorities.

Specific Responsibilities:

Support the Chief Executive and Cabinet members playing a lead role in developing and shaping corporate strategy that meets the political priorities of the Council and through its implementation enhances the quality of life across the District.

The post holder will provide strategic leadership and ensure a one council approach in order to;

1. Deliver the Council's priorities in respect of the regeneration and the sustainable economic growth of the District, including ongoing development of the physical infrastructure; improving and sustaining the quality of the urban environment and develop a vibrant tourism economy in order to ensure Lichfield remains an attractive place to live, work, visit and invest.
2. Develop and implement policies and strategies which enable the Council to promote health and wellbeing of the community and provide opportunities to help people improve, safeguard and protect their own physical and mental health.
3. Lead appropriate engagement with relevant Local Enterprise Partnerships and Combined Authorities to reflect the political direction and agenda of the Council and be proactive in identifying and securing all available opportunities to attract additional investment to enable the Council to develop services for communities and citizens across the District.
4. Ensure all obligations in relation to planning, building control, environmental health and housing, are fulfilled in accordance with statutory responsibilities, meet business expectations, support economic growth, reflect community needs and provide high standards of public protection.
5. Provide strategic leadership in order to maximising housing investment and the supply of affordable housing in the District to meet current and future housing need, ensuring the Council engages effectively with both developers and registered social landlords.
6. Tackle deprivation and disadvantage be development strategies to identify and support individuals and households who are or may become vulnerable through poverty homelessness ill health disability and antisocial behaviour
7. .

Generic Responsibilities

The postholder will:

1. Provide strategic leadership to realise the Council's vision and objectives and to direct, support and enable Heads of Service (and other senior managers) to ensure effective and high quality service delivery and that all statutory obligations are met.
2. Lead and develop a highly effective Directorate Management Team with a focus on translating and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery in line with the 'one council' ethos.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet, relevant Overview & Scrutiny Committees and other elected members in developing and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery.
4. Provide advice and guidance to Council and to Cabinet on the service, organisational and community impact of priority setting and decision making and support the Chief Executive and lead members in shaping and setting the Council's strategic direction.
5. Ensure that there is Council wide co-ordination and development of functions and services, focussing upon maximising the benefits of integrated service delivery across the Council, including the development of medium and long term strategic plans for services within the portfolio that are capable of responding to changing circumstances.
6. Develop and foster effective partnerships with key stakeholders at every level in order to maximise the securing of external funding and deployment of resources into Lichfield, including the development of innovative approaches to partnership working, service delivery and infrastructure investment.
7. Provide managerial direction and support to Heads of Service and other service managers through motivational and inspiring leadership and by demonstrating a visible commitment to corporate values.
8. Play a leading role in the continuous development of an effective policy framework in respect of information governance, risk and performance management and hold Heads of Service to account for the effective delivery of their services through a consistent implementation of such.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) within the Directorate and available to the Council in order to deliver Value for Money service provision.
10. Make a leading contribution to the development of a culture of continuous improvement and innovation across the whole Council enabling the organisation to anticipate, plan for and respond effectively to current and future service delivery including application of Councils ambitions for channel shift and digitalisation across all service areas.
11. Ensure that the Council's workforce develops and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution are nurtured and encouraged.
12. Ensure that robust governance and the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
13. Ensure that service provision respect and reflect the needs and the diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity and to visibly demonstrate a commitment to the principles, aims and objectives of these policies.

14. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Chief Executive as and when required to do so.
15. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
16. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility.
17. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
18. Ensure an up to date Business Continuity Plan is in place and is regularly tested for the service and participate as required in the Council's corporate resilience, emergency planning and business continuity arrangements.

Contacts

The post-holder will have regular contact with a wide range of stakeholders up to and including chief officers, leading politicians and Chief Officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Post-Graduate level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio	
Desirable	c) A leadership qualification or evidence of extensive study of leadership and management.	
Essential	d) Evidence of a strong commitment to further accredited professional development	
Essential	e) Strong evidence of adoption and use of digital technology	

	Specific Knowledge and Experience	
Essential	a) A Substantial experience of effectively leading and developing major services that are concerned with the urban environment, economic development and regeneration of an area.	A/I/T
Essential	b) Substantial experience of leading large scale service transformation initiatives (from inception to delivery of outcomes), within the public sector or a comparable customer service orientated organisation.	A/I/T
Essential	c) Substantial experience of effectively leading and developing with partner and stakeholder agencies to secure investment within an area that has delivered positive outcomes for a community.	A/I
Essential Essential Desirable Essential	d) Significant experience of leading one or more of the services within the portfolio.	A/I
	e) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	
Essential	Generic Director Knowledge and Experience	
Essential	f) Substantial and successful experience of working at an advanced strategic level within a public sector organisation and with significant partner agencies and bodies.	
Essential	g) Experience of successfully working within a Local Government organisation to deliver shared outcomes/services.	
Essential	h) Proven experience of effective financial management including budgetary planning, monitoring and control within tight financial constraints.	
	i) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
	j) Substantial experience of holding service managers/heads of service to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
	k) Significant knowledge of the local government sector and challenges	
	Skills and Personal Attributes	
All Essential	<ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategic policies and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Outstanding communication skills –written and oral appropriate to a variety of audiences. 	A/I/T

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| | <ol style="list-style-type: none"> 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective alliances with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them | |
|--|--|--|

Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Director of Transformation and Resources	Director	April 16

Responsible to: Chief Executive

Responsible for: Head of Corporate Services
Head of Finance and Procurement
Head of Legal, Property and Democratic Services
Head of Revenues, Benefits and Customer Services

Service Purpose and Values

To act as a member of the Senior Leadership Team (SLT) and provide leadership within the wider Corporate Management Team, the post holder will be accountable to the Chief Executive and elected members for developing and ensuring the delivery of the Council's vision, objectives and priorities

Specific Responsibilities:

Support the Chief Executive and Cabinet members playing a lead role in developing and shaping corporate strategy that meets the political priorities of the Council and through its implementation enhances the quality of life across the District.

he post holder will provide strategic leadership and ensure a one council approach in order to;

1. Develop an integrated approach to the provision of highly effective and efficient 'enabling' and 'back office' functions, which add value to service delivery, ensure robust corporate and service financial planning and performance management, whilst maximising the use of all assets and resources available to the Council.
2. Drive through transformational change and organisational development activity across the entire organisation, identifying areas of efficiency savings and resource realignment in accordance with the Council's priorities, and where appropriate working beyond the organisation itself with partners
3. Develop, implement, maintain and monitor policies and procedures in order to ensure all statutory obligations in relation to legal, constitutional, financial, procurement, employment and data regulations are met.
4. Ensure an innovative 'whole council' approach to customer services which identifies and meets customer need and maintains high standards, whilst promoting and delivering channel shift and digitalisation in order to increase efficiency and effectiveness.
5. Ensure all obligations in relation to revenue collection and benefits entitlements are fulfilled effectively and efficiently, developing and implementing local policy and meeting all statutory responsibilities, whilst maximising the receipt income for the Council and access to entitlements for those who meet the defined criteria, supporting policies and strategies the Council has in place at any time to support those vulnerable members of our community.
6. Maintain and develop the effectiveness of all internal and external communications and the promotion of a positive image for the Council at all times.
7. Ensure effective partnership working at a district level through the development and support and operation of the District Board
8. Deputise as the Council's Returning Officer as required.

(NB – this post may be designated the S151 or Monitoring officer dependent on skills and qualifications of the person appointed to the role)

Generic Responsibilities

The postholder will:

1. Provide strategic leadership to realise the Council's vision and objectives and to direct, support and enable Heads of Service (and other senior managers) to ensure effective and high quality service delivery and that all statutory obligations are met.
2. Lead and develop a highly effective Directorate Management Team with a focus on translating and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery in line with the 'one council' ethos.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet, relevant Overview & Scrutiny Committees and other elected members in developing and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery.
4. Provide advice and guidance to Council and to Cabinet on the service, organisational and community impact of priority setting and decision making and support the Chief Executive and lead members in shaping and setting the Council's strategic direction.
5. Ensure that there is Council wide co-ordination and development of functions and services, focussing upon maximising the benefits of integrated service delivery across the Council, including the development of medium and long term strategic plans for services within the portfolio that are capable of responding to changing circumstances.
6. Develop and foster effective partnerships with key stakeholders at every level in order to maximise the securing of external funding and deployment of resources into Lichfield, including the development of innovative approaches to partnership working, service delivery and infrastructure investment.
7. Provide managerial direction and support to Heads of Service and other service managers through motivational and inspiring leadership and by demonstrating a visible commitment to corporate values.
8. Play a leading role in the continuous development of an effective policy framework in respect of information governance, risk and performance management and hold Heads of Service to account for the effective delivery of their services through a consistent implementation of such.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) within the Directorate and available to the Council in order to deliver Value for Money service provision.
10. Make a leading contribution to the development of a culture of continuous improvement and innovation across the whole Council enabling the organisation to anticipate, plan for and respond effectively to current and future service delivery.
11. Ensure that the Council's workforce develops and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution are nurtured and encouraged.
12. Ensure that robust governance and the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
13. Ensure that service provision respect and reflect the needs and the diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity and to visibly demonstrate a commitment to the principles, aims and objectives of these policies.
14. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Chief Executive as and when required to do so.
15. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
16. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility.

17. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
18. Ensure an up to date Business Continuity Plan is in place and is regularly tested for the service and participate as required in the Council's corporate resilience, emergency planning and business continuity arrangements

Contacts

The post-holder will have regular contact with a wide range of stakeholders up to and including leading politicians and chief officers within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Post-Graduate level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio	
Desirable	c) A leadership qualification or evidence of extensive study of leadership and management.	
Essential	d) Evidence of a strong commitment to further accredited professional development	
Essential	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) A substantial track record of leading successful corporate transformation and change management programmes, across multiple service areas, within a large organisation that have delivered significant service improvements and/or efficiency savings (across the entire organisation).	A/I/T

Essential	b) Substantial experience of effectively leading and developing organisational development and cultural change programmes, to enable service transformation.	A/I/T
Essential	c) Significant experience of leading two or more of the services within the portfolio.	A/I
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
Generic Director Knowledge and Experience		
Essential	a) Substantial and successful experience of working at an advanced strategic level within a public sector organisation and with significant partner agencies and bodies.	
Desirable	b) Experience of successfully working within a Local Government organisation to deliver shared outcomes/services.	
Essential	c) Proven experience of effective financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	e) Substantial experience of holding service managers/heads of service to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	f) Significant knowledge of the local government sector and challenges	
Skills and Personal Attributes		
All Essential	<ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategic policies and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Outstanding communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 	A/I/T

	<p>8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so.</p> <p>9. Ability to put in place and sustain effective performance management arrangements</p> <p>10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders.</p> <p>11. Adept partnership working skills that add value to key working partnerships</p> <p>12. An ability to negotiate and influence others and build effective alliances with a range of internal and external partners.</p> <p>13. Ability to create and nurture a climate of trust with a variety of audiences.</p> <p>14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes.</p> <p>15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting</p> <p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them.</p>	
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Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Assistant Chief Executive	Head of Service	April 2016

Reporting Relationships

Responsible to: Chief Executive

Responsible for: The postholder will have no direct reports but will be expected to contribute to the leadership of a range of corporate and service development programmes which incorporate a responsibility for matrix management of employees at all level across a wide range of disciplines and functions

Service Purpose and Values

To act as a member of the Senior Leadership Team (SLT) and provide leadership within the wider Corporate Management Team, the post holder will be accountable to the Chief Executive and elected members for developing the Council's vision, objectives and priorities.

Specific Responsibilities:

The post holder will work in partnership with all Directors and Head of Service, whilst fulfilling the lead role in developing and driving forward the Council's transformation agenda. This will include;

1. Leading the design and development of a Council wide Transformation Strategy and Plan, operating within an appropriate governance and programme management framework.
2. Developing promoting, stimulating, facilitating and embedding a programme of transformational change and implementing corporate and service initiatives and improvement programmes to improve effectiveness and efficiency.
3. Ensuring the Council is aware of and fully considers all opportunities to translate best practice and innovative approaches both from across the organisation and the sector as a whole
4. Leading the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery.
5. Identifying and exploiting opportunities which maximise the benefits of integrated and/or shared service delivery across and beyond the organisation, leading on the implementation of cross cutting reviews as directed.
6. Advocating and innovating in respect of the use of new technology and channel shift to improve the effectiveness and efficiency of service delivery.
7. Developing organisational capacity in respect of the commissioning of services and the development of entrepreneurial and commercial acumen and ensuring a sustainable transformation capacity through effective knowledge transfer.

Generic Responsibilities (Assistant Chief Executive)

1. Work collaboratively with CE, Directors and all Heads of Service to deliver the services within their portfolio in such a way as to ensure a 'one council' ethos is embedded across the Council.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the Council that enables more informed discussions and decision making to take place about council services and delivery options.

5. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction across the Council.
6. Facilitate continuous development of the corporate policy framework reflecting the policy and priorities identified by the Council.
7. Provide constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
8. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
9. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
10. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
11. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
12. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
13. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
14. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times.
15. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
16. Participate as required in the Council's corporate resilience and emergency planning arrangements and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with a wide range of stakeholders up to and including leading politicians and chief officers within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Post-Graduate level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) A leadership qualification or evidence of extensive study of leadership and management.	
Desirable	c) Evidence of a strong commitment to further accredited professional development	
Desirable	d) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) A Substantial experience of leading customer and resident related services successfully at a senior level in a large complex organisation with multifunctional teams.	A/I/T
Essential	b) Substantial experience of leading large scale service transformation initiatives (from inception to delivery of outcomes), within the public sector or a comparable customer service orientated organisation.	A/I/T
Essential	c) Substantial experience of developing customer services and leading channel shift across a whole organisation.	A/I
Essential	d) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	e) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	
	Generic Director Knowledge and Experience	
Essential	f) Substantial and successful experience of working at an advanced strategic level within a public sector organisation and with significant partner agencies and bodies.	
Desirable	g) Experience of successfully working within a Local Government organisation to deliver shared outcomes/services.	
Essential	h) Proven experience of effective financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	i) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	

Essential	j) Substantial experience of holding service managers/heads of service to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	k) Significant knowledge of the local government sector and challenges	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategic policies and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Outstanding communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective alliances with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them 	A/I/T

Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Development Services	Head of Service	April 2016

Responsible to: Director of Place and Community

Responsible for: Service Managers and Team Leaders as designated from time to time. Including responsibility for development control, planning enforcement, building control and land charges, bio diversity, conservation or built and rural environment, and ecology.

Service Purpose and Values

As a member of the Corporate Management Team the post holder will be accountable to the Senior Leadership Team and elected members for delivering services within a defined service portfolio in order to deliver against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Place & Community the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead officer for the statutory development control function, ensuring professional, constitutional and regulatory requirements are upheld and that the Council maintains a positive reputation whilst facilitating the delivery of the strategic priorities of the council
2. Effectively manage the building control and land charges shared service ensuring effective competition with the private sector and delivering innovation and best practice.
3. Ensure an effective planning enforcement service and the provision of advice to citizens, members and officers.
Lead the provision of all aspects of service provision with regard to ecology, conservation, building design

Generic Responsibilities

1. Work collaboratively with members of the leadership team for the council to deliver the services within the portfolio and ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole council, that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.

9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of CMT, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant Built Environment Discipline or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Essential	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio. Eg. RTPI	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing a built environment service, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	
Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	

Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them 	A/I/T

Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Leisure and Operational Services	Head of Service	April 2016

Responsible to: Director Place and Community

Responsible for: Service Managers and Team Leaders as designated from time to time. Including Leisure centre management, grounds maintenance, street cleaning, public conveniences, parks and open spaces, fleet management and promoting active and healthy lifestyles.

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team (SLT) and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities

Under the overall direction of the Director of Place & Community the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead the development and delivery of all Council strategies relating to leisure, community sport, parks (activities/events) and the arts; ensuring delivery of all Council strategic priorities.
2. Lead the business planning and management of all Council Leisure Centres, ensuring all statutory and legal obligations are fulfilled whilst delivering value for money services and maximising income generation.
3. Develop, review and lead the delivery of the Council's parks and open space strategy in order to meet council objectives and priorities.
4. Ensure the efficient and effective maintenance of the street scene and public spaces for which the council is responsible throughout the District, engaging with communities and all other stakeholders to ensure the highest quality of environment.
5. Ensure compliance with all statutory and legislative requirements that relate to vehicle/ fleet and service delivery, including meeting all 'O' Licence requirements.
6. Ensure positive partnership working with the county council, schools and other key stakeholders in delivery of arts, sport and leisure programmes.

Generic Responsibilities

1. Work collaboratively with members of the leadership team of the Council to deliver the services within their portfolio and to ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council that enables more informed discussions and decision making to take place about council services and delivery options.

6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the Council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio.	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing operational or fleet based services, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	A/I
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	
Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	

Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them 	A/I/T

Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Regulatory Services, Housing and Wellbeing	Head of Service	April 2016

Responsible to: Director of Place and Community

Responsible for: Service Managers and Team Leaders as designated from time to time.

Service managers and Team leaders responsible for all aspects of environmental health and public protection, licensing, housing strategy and delivery, wellbeing, public health, emergency planning and community safety

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team (SLT) and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Place & Community the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead, manage and work effectively with all relevant partners to enable delivery of environmental health services which reflect local need and meet statutory obligations, including the identification and management of contaminated land.
2. Ensure all statutory legislation in relation to environmental health, public health and protection is fully reflected in Council strategies policies, practices and procedures.
3. Ensure that all public protection and related licensing functions are delivered efficiently and effectively, liaising with legal and support service functions in respect of the associated legal, governance and decision making processes.
4. Lead the development and implementation of Council strategy and policy in respect of housing strategy, maximising housing investment and the supply of affordable housing to meet current and future housing need, ensuring the Council engages effectively with both developers and registered social landlords.
5. Ensure the Council provides a proactive and effective range of housing related services, including homelessness, private sector renewal, housing assistance, fuel poverty, energy efficiency and empty property
6. Actively support the development of stronger and safer communities to improve levels of physical and mental wellbeing, tackle disadvantage and develop strategies and interventions to support those who are vulnerable within our communities.
7. Leading the development and effective implementation of the Council's safeguarding policy and procedures across the organisation as a whole.
8. Ensure arrangements are in place across the organisation to deal with minor and major emergency planning incidents.

Generic Responsibilities

1. Work collaboratively with members of the leadership teams of the Council to deliver the services within the portfolio and to ensure a 'one council' ethos is embedded within their service teams.

2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council, that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership team of the council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required).

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio.	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing, regulatory services, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	

Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 	A/I/T

	<p>15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting</p> <p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them</p>	
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Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Economic Growth	Head of Service	April 2016

Responsible to: Director Place and Community

Responsible for: Service Managers and Team Leaders as designated from time to time, including Economic Development, Local plan development and implementation, CIL, development projects, tourism, car parking, CCTV

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team (SLT) and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Place & Community the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead the development and implementation of the Council's strategies, policies, interventions and support, ensuring cohesion across policy development and decision making in order to develop sustainable economic growth and support the delivery of the vision and objectives of the Council.
2. Lead the development review and implementation of the Local Plan and the compilation and formulation of data and strategies designed to enable and sustain Economic growth throughout the district, and develop manage and monitor the Community Infrastructure Levy (CIL) facilitating its contribution to the infrastructure needs of that growth
3. Exploiting the opportunities offered through the LEP and engaging appropriately with the Combined Authority and maximising the benefit of external funding.
4. To engage and develop strong and business focused relationships with partner organisations, businesses and private sector investors to encourage and maximise inward investment.
5. Lead the implementation of development schemes, where the Council is a partner and maximise the potential of the land holdings of the Council in order to promote the economic growth of the district
6. Lead the development and implementation of a proactive Tourism Strategy working in partnership with institutions, organisations and other stakeholders to deliver mutually beneficial outcomes. and.
7. To ensure the effective provision of tourism information services and develop, review and lead the delivery of the Council's parking strategy.

Generic Responsibilities

1. Work collaboratively with members of the leadership teams of the council to deliver the services within the portfolio and ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.

4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the Council make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when

required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio.	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing and economic development or regeneration service, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	
Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	

Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them 	A/I/T

Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Corporate Services	Head of Service	April 2016

Responsible to: Director of Transformation & Resources

Responsible for: Service Managers and Team Leaders responsible for Human resources, organisational development, ICT strategy, systems and operation, Information Systems, property maintenance and facilities management, corporate policy and performance, including ownership of the strategic plan, communications, partners relationships, Health and Safety and Insurance,

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team (SLT) and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Transformation and Resources the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead on the development and implementation of the Council's strategic and corporate planning processes and develop and coordinate the implementation of an effective corporate policy and performance management framework.
2. Develop and implement organisational development strategy and transformation programmes across the Council through shaping and facilitating approaches and interventions that enable Heads of Service and Service Managers to transform their services.
3. Ensure all statutory and policy responsibilities in relation to Council employees are fulfilled effectively, including overseeing the provision of a proactive effective health and safety advisory service across all areas of the Council.
4. Lead and manage the advisory and transactional HR services (and appropriate systems) in order to ensure the organisation is efficient in its use of its people resource.
5. Ensure the development and implementation of ICT strategy, systems infrastructure and support, which proactively meets the needs of individual services, whilst providing integrated solutions, supporting channel shift and enabling ongoing service transformation.
6. Ensure the production of and compliance with policies, procedures and guidelines to ensure that all aspects of ICT, including GIS and service / functional systems are used effectively and the highest standards of data security and protection.
7. Lead the development and implementation of the Council's Communication and Marketing Strategy, responsible for all internal and external communications (including media relations, complaints, consultation and internet and intranet content management), ensuring a positive reputation for the Council across all internal and external stakeholders.
8. Lead the continuous improvement of the Council's website and social media presence, including the development of appropriate strategies and championing of channel shift and digitisation across the organisation.
9. Ensure the Council's premises and places of business are appropriately managed and fit for purpose through the provision of facilities management and support.
10. Ensure effective partnership working at a district level through the development and support and operation of the District Board

9. Ensure the Council approach to corporate insurance represents value for money and effective and appropriate cover for the organisation.

Generic Responsibilities

1. Work collaboratively with members of the leadership team of the Council to deliver the services within the portfolio and ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the Council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.

19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours of 8.30am to 5.30pm. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio (e.g. MCIPD).	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing a HR or/or Transformation services, in a senior role in large complex and unionised organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	A/I

Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	e) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	
Desirable	f) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	g) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	h) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	i) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	j) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	k) Knowledge of the local government sector and challenges facing it	
	Skills and Personal Attributes	
All Essential	<ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 	A/I/T

	<p>15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting</p> <p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them</p>	
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Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Head of Legal, Property & Democratic Services	Head of Service	April 2016

Responsible to: Director of Transformation & Resources

Responsible for: Service Managers and Team Leaders as designated from time to time, including democratic services, legal services, property (ownership and transactions), election services, data protection and Fol.

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Transformation and Resources the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Ensure the provision of professional legal advice to the Council and its directorates in relation to legislation, contracts and other legal documents and ensure the proper conduct of litigation and to personally oversee the most sensitive and/or complex cases.
2. Provide high quality legal services and support to the Council and all service areas in ensuring compliance with relevant laws and regulations and ensure that the Council's legal interests are protected at all times.
3. Ensure the preparation and serving of relevant statutory notices and the provision of legal advice and support with regard to the development and implementation of S106 Agreement on behalf of the Council.
4. Ensure full legal compliance and the responsive handling of all duties and responsibilities under the provision of Data Protection and Freedom of Information legislation.
5. Maintain and develop the Council's Constitution and Codes of Corporate Governance and relevant Codes of Conduct in order to meet all statutory requirements, ensuring effective decision making process
6. Ensure the provision of effective administrative and democratic support to the Council, it's Cabinet, Committees and other decision making bodies, ensuring full compliance with the Constitution and the highest standards of probity and transparency.
7. Ensure the effective utilisation and management of property, estates and associated assets on behalf of the Council, including Asset Management planning, valuation services legal property transactions and maintaining the Council's property asset register.
8. To be responsible for the effective operational management of electoral services.

(NB – this post may be designated the Monitoring officer, but that responsibility could be fulfilled at Director level)

Generic Responsibilities

1. Work collaboratively with members of the leadership of the Council to deliver the services within the portfolio and ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the Council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours of 8.30am to 5.30pm. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Essential	b) Current accreditation by the Law Society as a Solicitor or Barrister.	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing, major legal and/or governance service area in a large and complex public sector organisation.	A/I/T
Essential	b) Thorough knowledge of legislative and Council policy requirements	A/I/T
Essential	c) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	
Essential	d) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	e) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I

	Generic Head of Service Knowledge and Experience	
Essential	f) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	
Desirable	g) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	h) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	i) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	j) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	k) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	l) Knowledge of the local government sector and challenges facing it	
	Skills and Personal Attributes	
All Essential	<ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 	A/I/T

	<p>14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes.</p> <p>15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting</p> <p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them</p>	
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Lichfield District Council Job Description & Person Specification		
Post Title	Grade	Date
Head of Finance and Procurement	Head of Service	April 2016

Responsible to: Director of Transformation and Resources

Responsible for: Service Managers and Team Leaders as designated from time to time including Internal Business support service, audit risk management and procurement

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Transformation and Resources the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Preparation of the Council's budget and medium term financial strategy and supporting the budget consultation and development process through relevant Committees and other meetings as required.
2. Maintain and develop the Council's corporate financial management information systems; provide reports, support and training to all users.
3. Lead, develop and co-ordinate the production and effective closure of the Council's annual accounts (and completion of appropriate financial returns; co-ordinate the production of the Council's published Statement of Accounts and liaise with the external auditors, ensuring full compliance with statutory requirements and the highest level of professional standards.
4. Provision of high quality professional financial advice and guidance to officers and members of the Council and ensure the Council has appropriate and effective treasury management strategies which maximise income within an appropriate risk framework.
5. Lead the Council on procurement, risk management and audit matters ensuring management of corporate contracts.
6. Ensure the provision of reliable, prompt and efficient service for the payment of creditors and the delivery of cashiering services for receipt of income.
7. Acting as the Council's 'Authorised Officer' for the purposes of relevant legislation;
 - Council tax (Administration and Enforcement) Regulations
 - Non-Domestic Rating (Collection and Enforcement) Regulations
 - Housing Benefit Regulations
 - Council Tax Benefit

NB – This post may be designated as the Section 151 officer, however, this could be fulfilled at Director level. If the latter, this postholder will be the Deputy S151 Officer. Should the former apply, the postholder will, in addition to being a permanent member of the Corporate Management Team, also be directly responsible to the Chief Executive with regard to and enabling the fulfilment of the relevant statutory responsibilities of the s151 office.

Generic Responsibilities

1. Work collaboratively with members of the leadership of the Council to deliver the services within their portfolio to ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the Council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours of 8.30am to 5.30pm. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Essential	b) Current CCAB qualified accountant.	
Desirable	c) A management qualification or evidence of management development training.	
Desirable	d) Evidence of a commitment to further accredited professional development	
Desirable	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing a financial service, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	A/I

Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 	A/I/T

	<p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them</p>	
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Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Head of Revenues, Benefits and Customer Services	Head of Service	April 2016

Responsible to: Director of Community Services

Responsible for: Service Managers and Team Leaders as designated from time to time.

Service Managers and Team Leaders responsible for all customer service points (including call centre and all face to face contact points and reception services), responsible for receipt of (non-cash) payments, post handling, corporate customer feedback, external and internal communications and marketing (including consultations, management of complaints) and digitisation champion for the Council.

Service Purpose and Values

As a member of the Corporate Management Team (CMT) the post holder will be accountable to the Senior Leadership Team and elected members for delivering services within their service portfolio, against the Council's vision, objectives and priorities.

Specific Responsibilities:

Under the overall direction of the Director of Transformation and Resources the postholder will provide strategic leadership and operational direction for the full portfolio of services for which they are responsible. These are as follows and may be amended from time to time to meet the changing requirements of the Council:

1. Lead the administration, billing, collection and recovery of council tax, national non-domestic rates (NNDR), BIDS and corporate debt, including invoicing and other methods of payment, ensuring any discounts, exemptions and reliefs have been applied in accordance with statutory provision and local policy.
2. Lead the development and effective implementation of all overpayments using all recovery methods available, including court action and referral to enforcement agents.
3. Ensure the effective administration of housing benefit claims in accordance with statutory and local policy and schemes, including the assessment and award of discretionary housing payments and council tax reduction applications, ensuring all relevant targets are achieved.
4. Lead the implementation of the Government's welfare reform programme affecting housing benefit and council tax reform and acting as the corporate lead for the Council in the roll out of Universal Credit throughout the District.
5. Lead the administration of the Fairer Charging / Welfare Benefits Service on behalf of Staffordshire CC ensuring accordance with the appropriate legislation and relevant policies.
6. Lead the development and delivery of the Council's Customer Service Strategy, including the development and delivery of clear SLA's for all customer contact points (including face to face, call centre and receptions).
7. Lead, manage and develop the Council's contribution and responsibilities in respect of Staffordshire Connects, maximising the principles of 'one stop' services for the benefits of citizens and the Council.

Generic Responsibilities

1. Work collaboratively with members of the leadership of the Council to deliver the services within the portfolio and ensure a 'one council' ethos is embedded within their service teams.
2. Develop appropriate service strategies and business plans to ensure delivery of clearly defined outcomes and objectives.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet and other elected members in developing and delivering service plans.
4. Hold all service managers within their team to account, for the effective delivery of their service(s) through well considered performance management processes that are corporately aligned.
5. Pro-actively and openly prepare and share relevant service information/plans, performance data and metrics across the whole Council, that enables more informed discussions and decision making to take place about council services and delivery options.
6. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
7. Lead and contribute to the continuous development of an effective service and corporate policy framework reflecting the policy and priorities identified by the Council.
8. Provide managerial direction and constructive challenge to all managers and team leaders, motivating and inspiring them to embed a 'one council' culture.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) available to the Council within the service in order to deliver value for money service provision and respond effectively to identified service needs and priorities.
10. Provide advice, guidance and support to the Director, in relation to all issues relating to the service areas within their portfolio, helping them to effectively develop robust financial and asset strategies, prioritise resources and manage risks across their portfolio.
11. As part of the leadership of the council, make a pro-active contribution to the development of a culture of continuous improvement and innovation across the Council to respond effectively to current and future service delivery, including being an advocate for the use of new technology and channel shift to improve the service.
12. Actively promote and embed the principles of transformation and support corporate improvement programmes, ensuring services are delivered efficiently and effectively.
13. Foster and develop and foster effective partnerships with key stakeholders across and beyond the District to secure the maximum benefit for the Council and support the delivery of service priorities.
14. Ensure effective and continuous workforce development and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution and nurtured and encouraged.
15. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
16. Ensure that the highest levels of integrity and probity are maintained in all aspects of the Council's decision making, including at all times respect for the role of elected members as set out in the Constitution.
17. Ensure that service provision respect and reflect the needs and diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity, whilst visibly demonstrating a commitment to the principles, aims and objectives of such.
18. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Director as and when required to do so.
19. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility
20. Participate as required in the Council's corporate resilience, emergency planning and ensure appropriate business continuity arrangements are in place for the service.

Contacts

The post-holder will have regular contact with chief officers, leader, relevant portfolio holders and Overview & Scrutiny members and chief executive within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application

I = Assessed at Interview

T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Degree level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) A management qualification or evidence of management development training.	
Desirable	c) Evidence of a commitment to further accredited professional development	
Desirable	d) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) Experience of effectively leading and managing a major customer facing or finance service, in a senior role in large complex organisation.	A/I/T
Essential	b) Substantial experience of effectively developing and implementing strategy and policies that have delivered positive outcomes for either a community or customers.	A/I/T
Essential	c) Significant experience of leading one or more of the services within the portfolio.	
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Head of Service Knowledge and Experience	
Essential	a) Substantial and successful experience of working at a senior level within either a public sector organisation, or an organisation that provides services to the public sector.	A/I

Desirable	b) Successful experience of working with significant partner agencies and bodies to deliver a successful outcome for a community or customer.	
Essential	c) Proven experience of effective service management, to include developing business plans, financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Experience of leading and delivering service transformation, which has delivered clear value for money, service improvement and efficiency savings.	
Essential	e) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	f) Experience of holding managers/team leaders to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	g) Knowledge of the local government sector and challenges facing it	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategy and policy and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Strong communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective relationships with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 	A/I/T

	<p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate and understanding of the Council's organisational values and a commitment to apply them</p>	
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Chief Executive

Director of Place & Community

Director of Transformation & Resources*

Assistant Chief Executive

Head of Development Services

Head of Leisure & Operational Services

Head of Legal, Property & Democratic Services*

Head of Corporate Services

Head of Economic Growth

Head of Regulatory Services, Housing & Wellbeing

Head of Revenues, Benefits & Customer Services

Head of Finance and Procurement*

* denotes statutory responsibility for S151 or Monitoring Officer. Could sit at Director or Head of Service level

New Responsibilities at Head of Service – post consultation (outline)

Head of Development Services

- Development Management
- Conservation, Arboriculture, Urban Design and Ecology
- Land Charges
- Building Control (shared service)

Head of Leisure & Operational Services

- Grounds Maintenance and Park Services
- Street Cleaning
- Council Leisure Facilities
- Sports and active lifestyles.
- Arts Services
- Garrick Theatre

Head of Regulatory Services, Housing & Wellbeing

- Environmental Health Protection
- Public Protection (Licencing)
- Emergency Planning
- Housing Services
- Community Safety
- Community Transport
- Health and Wellbeing

Head of Economic Growth

- Strategic Planning (delivery of Local Plan)
- Economic Development
- CIL: monitoring & delivery
- Development Schemes
- CCTV
- Tourism
- Car Parks

Waste Manager

Current post retained as a 3rd tier post reporting to Director of Place & Community

Waste Collection (shared service with Tamworth)

Head of Legal, Property & Democratic Services*

- Legal Services
- Democratic Services
- Election Services
- Property/Estate Management

** NB – this post could be designated as the MO dependent upon Director level appointment*

Head of Finance & Procurement*

- Financial Management & Support
- Audit
- Procurement

** NB – this post could be designated as the S151 dependent upon Director level appointment*

Head of Revenues, Benefits & Customer Services

- Customer Services
- Council Tax Collection
- Business Rate Collection
- Benefit Payments
- Debt Recovery

Head of Corporate Services

- Policy & Performance
- F4F Programme
- IT Systems & Development
- Corporate Communications
- HR/OD
- Health and Safety
- Insurance
- Facilities Management

Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Director of Place & Community	Director	April 2016

Responsible to: Chief Executive

Responsible for: Head of Development Services
 Head of Economic Growth
 Head of Leisure & Operational Services
 Head of Regulatory Services, Housing and Wellbeing
 Waste Manager (with Tamworth Borough Council)

Service Purpose and Values

To act as a member of the Senior Leadership Team (SLT) and provide leadership within the wider Corporate Management Team (CMT) the post holder will be accountable to the Chief Executive and elected members for developing and ensuring the delivery of the Council’s vision, objectives and priorities.

Specific Responsibilities:

Support the Chief Executive and Cabinet members and play a lead role in developing and shaping corporate strategy that meets the political priorities of the Council and through its implementation enhances the quality of life across the District.

The post holder will provide strategic leadership and ensure a one council approach in order to:

1. Deliver the Council's priorities in respect of the regeneration and the sustainable economic growth of the District, including ongoing development of the physical infrastructure; improving and sustaining the quality of the urban environment and develop a vibrant tourism economy in order to ensure Lichfield remains an attractive place to live, work, visit and invest.
2. Develop and implement policies and strategies which enable the Council to promote and support the health and wellbeing of the community and provide opportunities to help people improve, safeguard and protect their own physical and mental health.
3. Lead appropriate engagement with relevant Local Enterprise Partnerships and Combined Authorities to reflect the political direction and agenda of the Council and be proactive in identifying and securing all available opportunities to attract additional investment to enable the Council to develop services for communities across the District.
4. Ensure all obligations in relation to planning, building control, environmental health and housing and all other services are fulfilled in accordance with statutory responsibilities, meet business expectations, support economic growth, reflect community needs and provide high standards of public protection.
5. Provide strategic leadership in order to maximising housing investment and the supply of affordable housing in the District to meet current and future housing need,

ensuring the Council engages effectively with both developers and registered social landlords.

6. Tackle deprivation and disadvantage through the development of strategies to identify and support individuals and households who are or may become vulnerable through poverty, homelessness, ill health, disability and/or antisocial behaviour.

Generic Responsibilities

The postholder will:

1. Provide strategic leadership to realise the Council's vision and objectives and to direct, support and enable Heads of Service (and other senior managers) to ensure effective and high quality service delivery and that all statutory obligations are met.
2. Lead and develop a highly effective Directorate Management Team with a focus on translating and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery in line with the 'one council' ethos.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet, relevant Overview & Scrutiny Committees and other elected members.
4. Provide advice and guidance to Council and to Cabinet on the service, organisational and community impact of priority setting and decision making and support the Chief Executive and lead members in shaping and setting the Council's strategic direction.
5. Ensure that there is Council wide co-ordination and development of functions and services, focussing upon maximising the benefits of integrated service delivery across the Council, including the development of medium and long term strategic plans for services within the portfolio that are capable of responding to changing circumstances.
6. Develop and foster effective partnerships with key stakeholders at every level in order to maximise the securing of external funding and deployment of resources into Lichfield, including the development of innovative approaches to partnership working, service delivery and infrastructure investment.
7. Provide managerial direction and support to Heads of Service and other service managers through motivational and inspiring leadership and by demonstrating a visible commitment to corporate values.
8. Play a leading role in the continuous development of an effective policy framework in respect of governance, risk and performance management and hold Heads of Service to account for the effective delivery of their services through a consistent implementation of such.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) within the Directorate and available to the Council in order to deliver Value for Money service provision.
10. Make a leading contribution to the development of a culture of continuous improvement and innovation across the whole Council enabling the organisation to anticipate, plan for and respond effectively to current and future service demand

including the Council's ambitions for channel shift and digitalisation across all relevant service areas.

11. Ensure that the Council's workforce develops and that the expertise, skills and potential of employees are realised through provision of an active learning environment where opportunities to maximise contribution are nurtured and encouraged.
12. Ensure that robust governance and the highest levels of integrity and probity are maintained in all aspects of the Council's decision making and service delivery, including at all times respect for the role of elected members as set out in the Constitution.
13. Ensure that service provision respects and reflects the needs and the diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity and to visibly demonstrate a commitment to the principles, aims and objectives of these policies.
14. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Chief Executive as and when required to do so.
15. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
16. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility.
17. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
18. Ensure an up to date Business Continuity Plan is in place and is regularly tested for all service areas and participate as required in the Council's corporate resilience, emergency planning and business continuity arrangements.

Contacts

The post-holder will have regular contact with a wide range of stakeholders up to and including leading politicians and chief officers within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Post-Graduate level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio	
Desirable	c) A leadership qualification or evidence of extensive study of leadership and management.	
Essential	d) Evidence of a strong commitment to further accredited professional development	
Essential	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) A Substantial experience of effectively leading and developing major services that are concerned with the urban environment, economic development and regeneration of an area.	A/I/T
Essential	b) Substantial experience of leading large scale service transformation initiatives (from inception to delivery of outcomes), within the public sector or a comparable customer service orientated organisation . that have delivered significant service improvements and/or efficiency savings.	A/I/T
Essential	c) Substantial experience of effectively leading and developing with partner and stakeholder agencies to secure investment within an area that has delivered positive outcomes for a community.	A/I
Essential	d) Significant experience of leading one or more of the services within the portfolio.	A/I
Essential	e) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	

<p>Essential</p> <p>Desirable</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>	<p>Generic Director Knowledge and Experience</p> <p>a) Substantial and successful experience of working at an advanced strategic level within a public sector organisation and with significant partner agencies and bodies.</p> <p>b) Experience of successfully working within a Local Government organisation to deliver shared outcomes/services.</p> <p>c) Proven experience of effective financial management including budgetary planning, monitoring and control within tight financial constraints.</p> <p>d) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.</p> <p>e) Substantial experience of holding service managers/heads of service to account and to implement and follow strong performance management practices, focused around achievement of outcomes.</p> <p>f) Significant knowledge of the local government sector and challenges</p>	
<p>All Essential</p>	<p>Skills and Personal Attributes</p> <p>1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales.</p> <p>2. Ability to formulate and develop strategic policies and put plans in place for their effective implementation.</p> <p>3. Ability to adapt to a fast changing social and political environment</p> <p>4. Ability to confidently respond to and manage sensitive political issues</p> <p>5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions</p> <p>6. Outstanding communication skills –written and oral appropriate to a variety of audiences.</p> <p>7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework.</p>	<p>A/I/T</p>

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| | <ol style="list-style-type: none"> 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 12. An ability to negotiate and influence others and build effective alliances with a range of internal and external partners. 13. Ability to create and nurture a climate of trust with a variety of audiences. 14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes. 15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting 16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas. 17. Demonstrate an understanding of the Council's organisational values and a commitment to applying them | |
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Lichfield District Council		
Job Description & Person Specification		
Post Title	Grade	Date
Director of Transformation and Resources	Director	April 2016

Responsible to: Chief Executive

Responsible for: Head of Corporate Services
Head of Finance and Procurement
Head of Legal, Property and Democratic Services
Head of Revenues, Benefits and Customer Services

Service Purpose and Values

To act as a member of the Senior Leadership Team (SLT) and provide leadership within the wider Corporate Management Team (CMT), the post holder will be accountable to the Chief Executive and elected members for developing and ensuring the delivery of the Council's vision, objectives and priorities

Specific Responsibilities:

Support the Chief Executive and Cabinet members and play a lead role in developing and shaping corporate strategy that meets the political priorities of the Council and through its implementation enhances the quality of life across the District. The post holder will provide strategic leadership and ensure a one council approach in order to:

1. Develop an integrated approach to the provision of highly effective and efficient 'enabling' and 'back office' functions, which add value to service delivery, ensure robust corporate and service financial planning and performance management, whilst maximising the use of all assets and resources available to the Council.
2. Drive through transformational change and organisational development activity across the entire organisation, identifying areas of efficiency savings and resource realignment in accordance with the Council's priorities, and where appropriate working beyond the organisation itself with partners
3. Develop, implement, maintain and monitor policies and procedures in order to ensure all statutory obligations in relation to legal, constitutional, financial, procurement, employment and data regulations are met.
4. Ensure an innovative 'one council' approach to customer services which identifies and meets customer need and maintains high standards, whilst promoting and delivering channel shift and digitalisation in order to increase efficiency and effectiveness.
5. Ensure all obligations in relation to revenue collection and benefits entitlements are fulfilled effectively and efficiently, developing and implementing local policy and meeting all statutory responsibilities, whilst maximising the receipt income for the Council and access to entitlements for those who meet the defined criteria, supporting policies and strategies the Council has in place at any time to support those vulnerable members of our community.

6. Develop and implement effective internal and external communication strategies and approaches to ensure all stakeholders are well informed and the reputation of the Council is maintained.
7. Ensure effective partnership working at a district level through the development, support and operation of the District Board
8. Deputise for the Council's Returning Officer as required.

(NB – this post may be designated the S151 or Monitoring officer dependent on skills and qualifications of the person appointed to the role)

Generic Responsibilities

The postholder will:

1. Provide strategic leadership to realise the Council's vision and objectives and to direct, support and enable Heads of Service (and other senior managers) to ensure effective and high quality service delivery and that all statutory obligations are met.
2. Lead and develop a highly effective Directorate Management Team with a focus on translating and implementing the Council's strategic priorities and objectives through an integrated approach to service delivery in line with the 'one council' ethos.
3. Establish and sustain effective working relationships with portfolio holders, Cabinet, relevant Overview & Scrutiny Committees and other elected members.
4. Provide advice and guidance to Council and to Cabinet on the service, organisational and community impact of priority setting and decision making and support the Chief Executive and lead members in shaping and setting the Council's strategic direction.
5. Ensure that there is Council wide co-ordination and development of functions and services, focussing upon maximising the benefits of integrated service delivery across the Council, including the development of medium and long term strategic plans for services within the portfolio that are capable of responding to changing circumstances.
6. Develop and foster effective partnerships with key stakeholders at every level in order to maximise the securing of external funding and deployment of resources into Lichfield, including the development of innovative approaches to partnership working, service delivery and infrastructure investment.
7. Provide managerial direction and support to Heads of Service and other service managers through motivational and inspiring leadership and by demonstrating a visible commitment to corporate values.
8. Play a leading role in the continuous development of an effective policy framework in respect of governance, risk and performance management and hold Heads of Service to account for the effective delivery of their services through a consistent implementation of such.
9. Ensure the effective allocation, deployment and management of all resources (financial, human and physical) within the Directorate and available to the Council in order to deliver Value for Money service provision.
10. Make a leading contribution to the development of a culture of continuous improvement and innovation across the whole Council enabling the organisation to anticipate, plan for and respond effectively to current and future service demand including the Council's ambitions for channel shift and digitalisation across all relevant service areas
11. Ensure that the Council's workforce develops and that the expertise, skills and potential of employees are realised through provision of an active learning

environment where opportunities to maximise contribution are nurtured and encouraged.

12. Ensure that robust governance and the highest levels of integrity and probity are maintained in all aspects of the Council's decision making and service delivery, including at all times respect for the role of elected members as set out in the Constitution.
13. Ensure that service provision respects and reflects the needs and the diversity of communities residing within the District and decisions are taken with full regard to the Council's policies on equality and diversity and to visibly demonstrate a commitment to the principles, aims and objectives of these policies.
14. Represent the authority at local, regional and national level as well as advocating and promoting a positive image of the Council at all times, deputising for the Chief Executive as and when required to do so.
15. Implement appropriate mechanisms to identify and understand customer needs (internal or external) and to appropriately address these and monitor satisfaction with the service area.
16. Ensure a positive and proactive approach to the management of health and safety across all areas of responsibility.
17. Embrace and promote the values of the organisation and ensure that the highest standards of conduct and behaviour in line with Council's Code of Conduct, including maintaining awareness and taking action wherever necessary to contribute to the safeguarding of vulnerable people.
18. Ensure an up to date Business Continuity Plan is in place and is regularly tested for all service areas and participate as required in the Council's corporate resilience, emergency planning and business continuity arrangements

Contacts

The post-holder will have regular contact with a wide range of stakeholders up to and including leading politicians and chief officers within the organisation and chief officer level contacts within other partner and stakeholder organisations.

Working Arrangements

The basic working week is 37 hours, based around the Council's office hours. The nature of the duties of the post will, however, demand considerable flexibility both in terms of working hours and location, including attending evening meetings and provision of shared on-call cover (as and when required). This job description will be subject to variation in order to meet the needs of the service and the Council.

Further requirements

This is a politically restricted specified post as defined by the Local Democracy, Economic Development and Construction Act 2009.

Person Specification

A = Assessed at Application
I = Assessed at Interview
T = Assessed through Test

Essential or Desirable	Criteria	Measured by
	Qualifications/Professional membership	
Essential	a) Educated to Post-Graduate level in a discipline relevant to the post or a clear demonstration that the equivalent in depth of understanding has been gained through experience within career to date.	All through A/I
Desirable	b) Current chartered/accredited body status for a body relevant to one or more of the services within the portfolio	
Desirable	c) A leadership qualification or evidence of extensive study of leadership and management.	
Essential	d) Evidence of a strong commitment to further accredited professional development	
Essential	e) Strong evidence of adoption and use of digital technology	
	Specific Knowledge and Experience	
Essential	a) A substantial track record of leading successful corporate transformation and change management programmes, across multiple service areas, within a large organisation that have delivered significant service improvements and/or efficiency savings (across the entire organisation).	A/I/T
Essential	b) Substantial experience of effectively leading and developing organisational development and cultural change programmes, to enable service transformation.	A/I/T
Essential	c) Significant experience of leading two or more of the services within the portfolio.	A/I
Essential	d) Thorough knowledge of the legislative and statutory responsibilities in relation to one or more of the services within the portfolio.	A/I
	Generic Director Knowledge and Experience	
Essential	a) Substantial and successful experience of working at an advanced strategic level within a public sector organisation and with significant partner agencies and bodies.	

Desirable	b) Experience of successfully working within a Local Government organisation to deliver shared outcomes/services.	
Essential	c) Proven experience of effective financial management including budgetary planning, monitoring and control within tight financial constraints.	
Essential	d) Significant experience of working successfully with elected members within political frameworks and a democratic public sector context.	
Essential	e) Substantial experience of holding service managers/heads of service to account and to implement and follow strong performance management practices, focused around achievement of outcomes.	
Essential	f) Significant knowledge of the local government sector and challenges	
All Essential	<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> 1. Ability to think and work strategically in the context of public sector organisation, within a two-tier county area that works in partnership with a host of other statutory and non-statutory bodies at local, sub regional, regional and national scales. 2. Ability to formulate and develop strategic policies and put plans in place for their effective implementation. 3. Ability to adapt to a fast changing social and political environment 4. Ability to confidently respond to and manage sensitive political issues 5. An ability to grasp complex issues swiftly and respond appropriately with potential solutions 6. Outstanding communication skills –written and oral appropriate to a variety of audiences. 7. Ability to inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework. 8. Ability to provide clear direction to others in an appropriate style together with an ability to make tough decisions when required to do so. 9. Ability to put in place and sustain effective performance management arrangements 10. Outstanding networking skills, to foster and build positive relationships both within and outside the Council especially with key partners and stakeholders. 11. Adept partnership working skills that add value to key working partnerships 	A/I/T

	<p>12. An ability to negotiate and influence others and build effective alliances with a range of internal and external partners.</p> <p>13. Ability to create and nurture a climate of trust with a variety of audiences.</p> <p>14. Ability to manage resources effectively and respond where appropriate to unplanned and unexpected changes.</p> <p>15. Demonstrates personal integrity with a strong adherence to corporate governance and ethics and values expected in a public service setting</p> <p>16. Demonstrates a high commitment to equality, diversity and wellbeing through active promotion of these agendas.</p> <p>17. Demonstrate an understanding of the Council's organisational values and a commitment to applying them.</p>	
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reference	comment	source	mitigation
1	<p>Concern about the breadth of responsibilities of the Place and Community Director post and whether the role is 'do-able' and can be as strategic as needed/wanted. Much will depend upon the capacity of the Heads of Service reporting into the role to take on more responsibility and this in turn will rely heavily on the fourth tier.</p> <p>In light of this the management restructure should not be seen as an opportunity to make savings at this point. There is a capacity issue to address; this can partly be achieved by changing mind sets and behaviours of managers and their teams but this cultural change will be more difficult to achieve if capacity is reduced.</p>	Director	<p>Transition to new structure must embrace cultural and developmental issues to ensure that the capacity of the Director posts is freed for strategic issues.</p> <p>The role of the Heads of Services posts must be understood and support given to those assimilating to or appointed in to the posts from within the organisation to adapt the new roles</p>
2	<p>Cabinet supported the revised proposed structures and recommended that Employment Committee and Council adopt them. However they emphasised that the opportunity to make savings of £62,000 should not be prioritised and that the process should remain 'cost neutral' in order to ensure capacity issues were addressed. Savings were seen as secondary to getting the structure right for the medium/long term future of the Council.</p>	Cabinet	<p>Implementation should be based on cost neutral approach to ensure capacity is addressed</p>
3	<p>Specific reference should be made to Economic Development on Appendix Two (Lilac) so that it is clear where responsibility for this strategic priority lies</p>	Service manager	<p>The New Responsibilities chart at Appendix Two (Lilac) has been amended accordingly</p>
4	<p>Development Control has recently been renamed Development Management and this should continue into the new structure</p>	Service manager	<p>The New Responsibilities chart at Appendix Two (Lilac) has been amended accordingly</p>
5	<p>There should be clarity as to where responsibility lies for urban design, ecology and arboriculture</p>	Service manager	<p>The New Responsibilities chart at Appendix Two (Lilac) has been amended accordingly</p>
6	<p>Clarification was sought on the role of the Assistant CE post</p>	Employment Committee	<p>It was explained that this allowed flexibility to be brought into the structure on a time limited basis. The post would have no portfolio</p>

			thus facilitating independent challenge and support across all service areas to deliver transformation and a focus on the priorities of the Council
7	Clarification was sought as to the meaning of the phrase 'reduce the gap' referred to in para 2.2 (e) of Appendix One (Green) WME report	Employment Committee	It was explained that the gap between the pay of second and third tier officers had been highlighted as an issue for the Council in the November West Midlands Employers report (Appendix to Council paper 8 th March 2016) and something the restructure sought to address. The proposal now before Council narrows this gap further
8	Members sought assurance that the new structure provided the capacity required to deliver services to communities	Employment Committee	This was acknowledged as a risk but it was confirmed that comparison with councils of similar size had been undertaken in devising the model and it was felt that there would be sufficient capacity, provided the people with the right skills and abilities were in the right posts. The structure also enabled investment in additional posts at fourth tier to deliver 'front line' services
9.	Clarification was sought as to the footnote to this Appendix and concern expressed that changes in where services sat should be approved by Council	Employment Committee	It was clarified that this referred only to minor changes and the broad division of services was outlined in Appendix Two (Lilac) to

			the Council report, and hence Council could influence that
10	It was requested that the change raised by Director of Democratic Development and Legal Services in respect of Job Descriptions (see Appendix Five (Grey) serial 1) , be taken on board.	Employment Committee	This amendment has been made
NB changes to Heads of Service Job Descriptions and Person Specifications and the finalisation of where every service in the council fits do not need to be formally approved by Cabinet , Employment or Council and can be amended as and when necessary.			

no	issue	response
1	Concern expressed at the different wording of item 10 of the generic responsibilities in the Job Descriptions for Directors (Appendix Three (Gold)) It was felt these should be the same .	This error has been corrected. The generic responsibilities are now the same for both Director posts
2	Concern was raised as to whether the council would have the capacity to meet the challenges it faces with the reduced number of Directors and Heads of Service	This is recognised as a risk and it is inevitable that there should be such concerns with such a change. Every effort has been made to ensure that the capacity in the proposed model will be sufficient
3	Reference was made to the original West Midlands Employers report from November 2015 which discounted a two Director model as a step too far for the organisation	This matter is in relation to the November West Midlands Employers report (Appendix to Council paper 8 th March 2016 – see background papers). In this report the model that was discounted was a 2 Director model where there are no portfolio responsibilities for those Directors. Model D in the same report actually pictured two diagrams as illustrations of the ‘Traditional Pyramid’ structure. One was CE, 3 Director and 12 Heads of Service and one was CE, 2 Directors and 8 Heads of Service. The same Model is therefore being applied as was originally recommended.
4.	Concern expressed that as 8 of 16 respondents favoured a more radical approach (Appendix One (Green) page 3 para 2.2) and 5 people had expressed an interest in voluntary redundancy this could mean that there was a minority view of those wishing to remain in the organisation in favour of the latest proposed model	It could also mean that it is a majority view. Expression of interest in voluntary redundancy have been invited but these will not be determined at this stage and any decisions will be made in the interests of the Business
5	Reference was made to the need to ensure that our reputation for defending legal challenges, for having no Ombudsman’s decisions against us, for attracting growth into the districts and enabling more job creations (Friarsgate, Burntwood town centre and Fradley were specifically highlighted) continued and that we do not ‘throw the baby out with the bathwater’	This is noted