



CHELTENHAM

BOROUGH COUNCIL

Notice of a meeting of Appointments and Remuneration Committee

Wednesday, 20 January 2016
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Wendy Flynn (Chair), Jacky Fletcher (Vice-Chair), Paul Baker, Colin Hay, Rowena Hay, Rob Reid, Malcolm Stennett, Chris Mason and Simon Wheeler

The Council has a substitution process and any substitutions will be announced at the meeting

Agenda

1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTEREST	
3.	APPROVE MINUTES OF LAST MEETING Minutes of 9 June 2015	(Pages 3 - 8)
4.	APPROVE MINUTES OF THE APPOINTMENTS SUB-COMMITTEE Meetings held on : 4 September 2015 2 November 2015	(Pages 9 - 12)
5.	APPOINTMENT TO THE POST OF HEAD OF PAID SERVICE Report of the Chief Executive to follow (although this report is public the appointment process will need to be held in exempt session and the Committee will be invited to exclude the public accordingly).	(Pages 13 - 22)
6.	LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Committee is recommended to approve the following resolution: "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining items of business as it is likely	

		that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 1, Part 1, Schedule 12A Local Government Act 1972, namely: <ul style="list-style-type: none"> • Paragraph 1; Information relating to any individual. 	
7.		EXEMPT MINUTES Exempt Minutes of 4 September 2015	(Pages 23 - 24)
8.		ANY OTHER BUSINESS THE CHAIR DETERMINES IS URGENT AND REQUIRES A DECISION	
9.		DATE OF NEXT MEETING (IF NECESSARY) Scheduled date- 29 February 2016	

Contact Officer: Rosalind Reeves, Democratic Services Manager,
Email: democratic.services@cheltenham.gov.uk

Appointments and Remuneration Committee

Tuesday, 9th June, 2015

6.30 - 8.05 pm

Attendees	
Councillors:	Wendy Flynn (Chair), Jacky Fletcher (Vice-Chair), Paul Baker, Colin Hay, Rowena Hay, Malcolm Stennett, Chris Mason and Simon Wheeler
Also in attendance:	Julie McCarthy, Richard Hall and Andrew North
Apologies:	Councillor Rob Reid

Minutes

1. APOLOGIES FOR ABSENCE

Councillor Reid

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. APPROVE MINUTES OF LAST MEETING

The minutes of the last meeting were approved and signed as a correct record.

4. RESTRUCTURE OF ENVIRONMENTAL AND REGULATORY SERVICES DIVISION

The Chief Executive, Andrew North, introduced the report and took the opportunity first of all to brief members about progress with the 2020 Vision programme. He circulated a structure chart which had been agreed by the four partner councils the previous week. He informed Members that this would serve as a basis for discussion with scrutiny and staff and would be subject to the decision making process scheduled for October, supported by a business case. He explained that it was envisaged that certain functions would be shared among the four authorities subject to a delegation from the 2020 Partnership Joint Committee. He highlighted that currently Cheltenham was developing the REST project but 2020 would include support services such as revenues and benefits, ICT and customer services. The commissioning of services would be headed by a shared Chief Executive as there would be less capacity corporately. He highlighted that not all services would be in the remit of the joint committee with the commissioning of community engagement and retained services remaining at CBC, although some of these could be shared in the future, such as democratic services.

In response to a question as to how well equipped this model would be in terms of capacity to deal with changes to local government in the shorter/longer term in the light of potential unitary/sub-county authorities discussions, the Chief Executive said this model would have to be re-examined as it was based on the two-tier structure. In reply to a second question on how well equipped the model would be should the two tier structure be retained but with further devolution of

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powers to the County Council and other partners, the Chief Executive was confident that this model would be fit for purpose.

A further question was also raised as to whether Democratic Services could be included in the model. In response the Chief Executive replied that this was unlikely in the first phase but there was potential for sharing in the future. He emphasised that members would be ultimately responsible for deciding the structure.

Having provided the update to 2020 Vision, the Chief Executive introduced the report on the Restructure of the Environmental and Regulatory Services Division. He reminded members that following their preliminary approval of the triumvirate model at their last meeting, further consultation had taken place with staff, the trade unions and the external consultants. As a result of this the model was regarded as sound. He also informed the meeting that following formal consultation the existing director would move to the Director Environment role, a role to which the employee[s] knowledge and skill set were well suited. The current service structure had proved to be not fit for purpose and difficult to manage effectively. He emphasised that the vision was to create a joined up service, managed across the boundaries of existing services providing a holistic approach to both business and residential customers.

The Chief Executive informed members that the proposal was to recruit on a temporary basis to the vacant director post, Planning, inviting expressions of interest from the current service managers. He explained that this would allow the new managing director to be involved in any permanent recruitment of a director post and would allow budgetary and operation constraints to be addressed. It would be an excellent developmental opportunity for existing service managers whilst delivering the increased corporate capacity that has been identified as required. Members' views were sought as to whether they deemed it appropriate for the committee to be involved in appointing to the "acting up" role although HR advice suggested that this could be undertaken by officers.

Following the committee's approval at its last meeting to appoint to the Managing Director post externally the Chief Executive expressed that this role would have an important shift in focus for the Council towards economic development. Potentially external recruitment consultants would be hired to oversee the process with the member appointment being organised appropriately. He expressed his view that it would be ideal to appoint quickly to the Director of Planning post to assist the existing Director Environmental and Regulatory Services and as quickly as possible to the Managing Director post. In terms of financial implications of these proposals he explained that the 2015/16 costs could be funded from other sources and the intention would be to review the overall structures in 12 months to recover any extra costs borne permanently. He added that there would be scope to restructure services below the director posts which could be achieved through natural wastage/changes and without any compulsory redundancies.

The Chief Executive then went through the recommendations as laid out in the report. He highlighted that the structure before members had been co-created with officers. HR also emphasised the uncertainty of staff during a restructure and emphasised the benefit of continuity with the existing director.

In response to questions the following points were made/responses were given:

Temporary Director Role

- The substantive post of the employee appointed to this role would be protected.
- The development/secondment opportunity for this role would be opened up across the whole organisation in accordance with the wishes of the trade unions
- Backfilling the secondment to where it could best be applied would provide additional capacity
- The desired speed of the appointment process was due to filling the existing gaps in management of the service
- Members were of the view that the committee should be involved in the appointment of the temporary position as it would give the candidate experience of a member appointment panel and would provide members with reassurance and confidence in the appointment.
- Members were also of the view that the Cabinet portfolio holder should also form part of the interview panel
- Should internal candidates from CBC not apply for the temporary director post applications could be invited from within the wider GOSS partnership
- It was recognised that the current timing in terms of the JCS Inquiry and development of the Cheltenham Plan was critical to the current Head of Planning which may inhibit her position in terms of applying for the temporary director role.
- In terms of timescales for the appointments the temporary post would be advertised internally for one week and then extended to GOSS so recruitment could take up to one month
- In response to concern expressed with regard to the temporary Director role it was confirmed that all managers involved in the REST project had had a 1:1 with the Chief Executive about their aspirations. Members were assured that the recruitment to the temporary director role would be fair and transparent and would be skills tested
- Members felt that a sub-committee of the Appointments and Remuneration Committee should be formed to take the process forward. This group should include the Cabinet portfolio holder and legal advice would be taken as to how this group should be set up in accordance with the constitution in terms of proportionality and voting rights There was some discussion as to whether Planning Committee members should be part of this process but it was felt that this did not pose a problem. Cllrs R Hay, W Flynn and C Mason nominated themselves for this group.

Director Environment role

- A formal consultation process had been undertaken with the existing Director and of the two Director posts he had been ring fenced for he had selected the post of Director Environment as suitable alternative employment but he would be free to apply for the post of MD. The salary

of the new post would be lower although his current level of pay would be protected for a 12 month period. The existing Director of Environment and Regulatory Services would take up his new role as soon as possible and would effectively be acting up until the Managing Director was in post. It was important that this was risk assessed

Managing Director role

- Whilst members were supportive of the emphasis of economic development being placed on the managing director role they highlighted that this should not overshadow the importance of social and community issues. In response the Chief Executive explained that the community engagement partnership function would lie with the Head of Paid Service at CBC via a shared Chief Executive and commissioned from elsewhere. The Cheltenham Trust was also commissioned to provide the cultural aspects. The Chief Executive also highlighted that the Managing Director of REST would provide a corporate role and assist with the delivery of the outcomes from the corporate strategy.
- In terms of enforcement there was a strong argument to bring the way enforcement was organised across the organisation together recognising that enforcement skills were generic and objectives were achieved through negotiation and discussion. Bringing these together would create more capacity and resilience. It was envisaged that the Managing Director and the other posts would work collectively to ensure corporate objectives were met. It was acknowledged that a significant issue was resources and the way they were deployed would have to be investigated further
- The Cheltenham Economic Development Unit was work in progress but would have the Cheltenham Development Task Force feeding in to it and the Town Centre Manager. There was potential to do some joined up working with Tewkesbury and Gloucester in this field
- Members approved that external recruiters should be appointed to oversee the recruitment process of the Managing Director. They would provide a shortlist of candidates for members and provide members with technical expert guidance. The intention was to also attract candidates from beyond local government as this position required a different skillset. The proposed salary band was Grade 3 but could be reassessed for an exceptional candidate.

Members also highlighted a number of changes to the draft job descriptions which were noted by officers. These included specifying linkages with the roles with the Cheltenham Trust and Tourism, the close cooperation between the Managing Director and the Director Environment to enhance the attractiveness of the town and the emphasis on the commercially minded role for the Director Environment.

RESOLVED THAT

- 1. The proposed revised structure of the Environmental and Regulatory Services Division as outlined in the report be approved.**

2. The job description for the new Managing Director role be approved in accordance with the changes proposed by the Appointments and Remuneration Committee.
3. It be confirmed that the existing director be appointed to the new role of Director-Environment.
4. Authority be delegated to a sub-committee of this committee comprising Councillors R Hay, Flynn, Mason and the Cabinet Member Development and Safety to recruit to a 12 month temporary director post by requesting expressions of interest from current service managers.
5. Council be recommended to approve the new structure of the Environmental and Regulatory Services Division.
6. External recruiters be appointed to agree a suitable process for the recruitment of the managing director post.
7. Chief Executive/Officers be authorised to vary the proposed process for implementation of the new structure if necessary to ensure efficiency, effectiveness and fairness in implementing the new structure.

5. SECTION 151 OFFICER INTERIM ARRANGEMENTS

The Chief Executive introduced the report which was in response to a request from the Director Resources to release capacity in order to deliver on key corporate projects such as the Accommodation Strategy, Vision 2020 partnership and the Asset Management Plan. It was not envisaged that this would be a permanent change. In the interim it was proposed that the role of S151 Officer be taken up by the Deputy Section 151 Officer via a secondment. The Chief Executive took the opportunity to recognise the considerable success the Director Resources had achieved to date in his role and was happy to support him in this extended role.

When asked what the financial implications were for these interim arrangements the Chief Executive reported that GO Shared Services have costed the implications of the proposal at £30k per annum. This cost could be met from the Transformation Challenge Award (TCA) paid to the 2020 vision partners.

**6. LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS
RESOLVED THAT**

In accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining items of business as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 1, 2 and 3 of Part 1, Schedule 12A Local Government Act 1972, namely :

Paragraph 1 : Information relating to any individual

Paragraph 2 : Information which is likely to reveal the identity of an individual

Paragraph 3 :Information relating to the financial or business affairs of any particular person (including the authority holding that information)

7. EXEMPT MINUTES

The exempt minutes were approved and signed as a correct record.

8. ANY OTHER BUSINESS THE CHAIR DETERMINES IS URGENT AND REQUIRES A DECISION

9. DATE OF NEXT MEETING (IF NECESSARY)

Monday 5 October 2015

Wendy Flynn
Chairman

Appointments Sub-Committee

**Friday, 4th September, 2015
2.00 pm**

Attendees	
Councillors:	Wendy Flynn (Chair), Rowena Hay and Chris Mason
Also in attendance:	Richard Hall, Councillor Andrew McKinlay and Andrew North

Minutes

- 1. ELECTION OF CHAIR AND VICE-CHAIR**
Councillor Wendy Flynn was duly elected as Chair.
- 2. APOLOGIES FOR ABSENCE**
None received.
- 3. DECLARATIONS OF INTEREST**
None declared.
- 4. LOCAL GOVERNMENT ACT 1972-EXEMPT BUSINESS**

Resolved

“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 1 and 2 of Part (1) Schedule (12A) Local Government Act 1972, namely :

Paragraph 1 : Information relating to any individual

Paragraph 2: Information which is likely to reveal the identity of an individual

- 5. APPOINTMENT OF DIRECTOR OF PLANNING-ENVIRONMENTAL AND REGULATORY SERVICES DIVISION**
The Chief Executive, Andrew North, referred Members to the report which had been approved by Council on 20 July regarding the Restructure of the Environmental and Regulatory Services Division and the recruitment process recommended for the Managing Director and the two Directors posts. This meeting today was concerned with the process for considering the applications for the internal advertisement for the acting Director of Planning post for a period of 12 months.

The HR Business Partner, Richard Hall outlined the process to be followed for the interview for the Director of Planning.

He reminded members of the legislation and HR policy regarding the interview and recruitment process and responded to any questions from Members. He reminded Members that they were under no obligation to make an appointment if they felt there was no suitable candidate. He referred Members to the application form each of the candidate(s) and referred members to the job specification, person specification and the suggested interview questions which had been circulated to all members of the Appointments Sub-Committee.

Members proceeded with the interview process.

Resolved that Tracey Crews be offered the position of Director of Planning – Environmental and Regulatory Services Division as a 12 month secondment.

Wendy Flynn
Chairman

Appointments Sub-Committee

Monday, 2nd November, 2015

Attendees	
Councillors:	Wendy Flynn (Chair), Rowena Hay and Chris Mason

Minutes

1. APOLOGIES FOR ABSENCE

None

2. DECLARATIONS OF INTEREST

None

**3. LOCAL GOVERNMENT ACT 1972- EXEMPT BUSINESS
RESOLVED THAT**

In accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraphs 1 and 2 of Part (1) Schedule (12A) Local Government Act 1972, namely :

Paragraph 1 : Information relating to any individual

Paragraph 2: Information which is likely to reveal the identity of an individual

**4. APPOINTMENT OF MANAGING DIRECTOR- REGULATORY AND
ENVIRONMENTAL SERVICES DIVISION**

The Chief Executive, Andrew North, referred Members to the report which had been approved by Council on 20 July regarding the Restructure of the Environmental and Regulatory Services Division and the recruitment process recommended for the Managing Director and the two Directors posts. This meeting today was concerned with the process for considering the applications for the internal/external advertisement for the Managing Director – Place and Economic Development role.

The HR Business Partner, Richard Hall outlined the process to be followed for the interview for the Managing Director role.

Candidates were scheduled to meet key stakeholders for an informal question and answer session. This was an opportunity to both stakeholders and candidates to understand more about each other. The feedback from the stakeholders would be gathered and fed back to the interview panel before formal interviews take place.

An informal meeting between candidates and Andrew North, Chief Executive and Pat Pratley, Deputy Chief Executive would also take place, and feedback would be given to the interview panel prior to the formal interviews.

The HR Business Partner, Richard Hall, reminded members of the legislation and HR policy regarding the interview and recruitment process and responded to any questions from Members. He reminded Members that they were under no obligation to make an appointment if they felt there was no suitable candidate. He referred Members to the application form each of the candidate(s) and referred members to the job specification, person specification and the suggested interview questions which had been circulated to all members of the Appointments Sub-Committee.

Members proceeded with the interview process.

RESOLVED THAT

Candidate 4 be offered the position of Managing Director – Place and Economic Development.

Details of the candidate can only be released after formal acceptance of the offer has been received.

Wendy Flynn
Chairman

Cheltenham Borough Council

Appointments and Remuneration Committee - 20 January 2016

Appointment of the Head of Paid Service

Accountable member	N/A
Accountable officer	Andrew North, Chief Executive
Ward(s) affected	None
Significant Decision	No
Executive summary	<p>The Council's current Chief Executive (who also undertakes the statutory role of Head of Paid Service) is due to leave the council on 27th March 2016 following the decision by Council in October 2015 to make his post redundant. The purpose of this report is to consider the appointment of the council's current Deputy Chief Executive (Pat Pratley), to the new interim post of Head of Paid Service (HoPS) with effect from 28th March 2016. It is intended that the council's senior management team, including this new post, will be reviewed in 2017 in the context of the 2020 Vision Programme.</p>
Recommendations	<p>It is recommended that the Appointments and Remuneration Committee:</p> <ol style="list-style-type: none"> 1. Agrees the content of this report noting the deletion of the post of Deputy Chief Executive as referenced in para 1.4. 2. Approves the salary of £99,975 and job description for the new post of Head of Paid Service (HoPS), noting that the post is intended to be an interim one. 3. Considers the appointment of the Deputy Chief Executive (Pat Pratley) to the HoPS post 4. Makes an onward recommendation to Council for appointment to the HoPS post and also to the roles of Returning Officer and Electoral Registration Officer 5. Request that the HR Manager supports Members of the A&R Committee and the HoPS in reviewing the council's Senior Leadership Team structure during 2017. 6. Authorises the HR Manager to undertake all necessary processes and procedures to implement the above recommendations.

Financial implications	<p>The HR Manager has reviewed the interim role against the role of the deputy CEO and CEO roles and recommends that the HoPS role have a salary £99,975. The current Deputy CEO Role has a salary of £91,975; the additional £8K will be funded from part of savings from the deletion of the CEO post.</p> <p>Contact officer: Paul Jones paul.jones@cheltenham.gov.uk, 01242 775154</p>
Legal implications	<p>The Council has a statutory duty to appoint a designated head of paid service under section 4 of the Local Government and Housing Act 1989 and it is intended that the new HoPS post undertakes the statutory role. The Appointment and Remuneration Committee agree who to appoint as head of paid service but the final decision on the appointment rests with Council. The Employment Rules must be complied with and this includes the need to consult with Cabinet before any offer of appointment is made.</p> <p>Contact officer: peter.lewis@teWKesbury.gov.uk, 01684 272012</p>
HR implications (including learning and organisational development)	<p>As contained in the body of this report.</p> <p>Contact officer: Julie McCarthy HR Manager Julie.mccarthy@cheltenham.gov.uk, 01242 26 4355</p>
Corporate and community plan Implications	N/A
Environmental and climate change implications	N/A.
Property/Asset Implications	N/A.

1. Background

- 1.1** On 19th October 2015 Council resolved that the council's revised senior management structure, which included the deletion of the post of Chief Executive and consequential costs, be approved for consultation with affected staff and recognised trade unions with a proposed implementation date of 28 March 2016.
- 1.2** The Chief Executive was authorised to undertake all necessary processes for the introduction of the revised senior management structure and to make any changes to the structure arising from consultation provided that such changes fall within the budget and overall parameters of the structure (as referenced in the October Council report).
- 1.3** Council agreed also to internally recruit to the post of Head of Paid Service (who it is anticipated will also become the Returning Officer/Electoral Registration Officer from 23 May 2016 subject to approval of Council) and noted that the appointment to the post will be undertaken by the Appointments and Remuneration Committee (A&R Committee) with final approval resting with Council.
- 1.4** The consultation with the senior leadership team (SLT) has now concluded. The role of Deputy

Chief Executive (which also deputises in the head of paid service role) is set to be deleted from the structure and this places the present post holder at risk of redundancy. However, the newly created HoPS role is viewed as a suitable alternative post. As there is only one senior officer at risk of redundancy members are now being asked to agree that the ring fenced employee be considered for and appointed to the post on an interim basis (see 3.2 below).

2. HoPS responsibilities

2.1 The A&R Committee is asked to approve the interim Job Description as set out in appendix 1. In summary the key responsibilities are as follows:

- Appointed as HoPS in accordance with the Local Government Act 1989 (from 28th March 2016)
- Appointed as the Electoral Registration Officer and Returning Officer for the council in accordance with the Representation of the People Act 1983 (from 31st May 2016)
- Chair of the Senior Leadership Team/Executive Board
- Line manager of the Directors who form the Executive Board
- Work with the Partnership MD and the other partner council's heads of paid service (council directors) to develop the 2020 partnership, and be the officer responsible for ensuring that the council's requirements are met and that independence and sovereignty of decision making is secured.
- Accountable for the delivery of the council's Corporate Plan, Strategy and overall leadership of the wider leadership team and all council employees, working under the Leader of the Council, Cabinet and all Council Members.

3. Appointment Process

3.1 It is the recommendation of the HR Manager that, as this is intended to be an interim post, a light touch appointment process is followed. Therefore, A&S Committee is being asked to review the interview notes from the 2013-2014 SLT informal interviews and consider any additional development requirements to support the transition into the new role to be identified as part of the 2016-2017 appraisal process.

3.2 The HoPS post will be reviewed in 2017. The reason for this being that the council needs to review, in the context of the 2020 Vision Programme, which services will be shared with partner councils or commissioned and which services will remain with the council and how these decisions impact on the current senior leadership team roles.

4. Reasons for recommendations

4.1 The interim HoPS post is a suitable alternative role for the employee currently at risk of redundancy following the proposed changes to the council's senior leadership team.

4.2 Members will be already very familiar with the employee's knowledge, skills and expertise having worked closely with her in her role of Deputy Chief Executive/Deputy HoPS for a significant period of time.

4.3 The council is about to enter yet another a period of significant change, having stability from a senior officer who has played a key part in many of the major changes leading the way forward as the current CEO departs is very important for the council, its employees and all the council's stakeholders.

5. Alternative options

5.1 N/A.

Report author	Contact officer: Julie McCarthy 01242 77 4972
Appendices	Appendix 1 – Interim HoPS JD
Background information	Council Report on 2020 Vision October 2015 SLT informal interview notes (exempt)

CHELTENHAM BOROUGH COUNCIL
Job Description

Job Title	Interim Head of Paid Service
Date	January 2016
Grade	TBC
Location	Municipal Offices or any such other location within the borough as the Council may determine from time to time
Responsible to	Leader and Council
Responsible for	All duties as delegated to the Interim Head of Paid Service; Executive Board matters and Senior Leadership Team

Purpose of Job

As the Interim Head of Paid Service

1. Lead the Executive Board and Senior Leadership Team and provide leadership and direction to all officers of the council, so that staff clearly understand the vision, values, objectives and priorities of the council and are able to effectively respond.
2. Position the council to meet its the current and future challenges by promoting a customer focussed and performance driven culture which, enabling the organisation to deliver against its strategic objectives and respond to the priority needs of the community whilst balancing these requirements against available resources.
3. Understand the political and socio-economic context in which the council operates, anticipate and monitor trends and work with the Senior Leadership Team and with councillors to develop effective strategic responses.
4. Promote and maintain effective and productive relationships between officers and members so that members feel appropriately briefed, supported and updated and that any concerns raised are appropriately dealt with
5. Through a commissioning approach, and a robust assessment process, provide services either through direct delivery, collaborative partnership frameworks or other such sourcing solutions as may be appropriate so that the outcomes the council is looking for are delivered.
6. Discharge fully the responsibilities of the Head of Paid Service in accordance with the provisions of the Local Government and Housing Act 1989 and the Council's constitution.
7. Work with the organisation's members of the 2020 Joint Committee to ensure that they are appropriately briefed and advised in their role and that they receive support and guidance in arriving at the decisions they are required to make.

8. With regard to 2020 Partnership, work with the Partnership MD and the other heads of paid service (council directors) to develop the partnership, and be the officer responsible for ensuring that the council's requirements are met and that independence and sovereignty of decision making is secured.
9. As the senior adviser to the council's member representatives on the 2020 Joint Committee, ensure that delegated policy formulation supports the needs of the council and that any adopted values frame work and culture will deliver the priorities and outcomes for the people of Cheltenham.
10. Through the creation of an effective commissioning function ensure that all services, direct delivery or commissioned, perform to their expected standards and performance levels and that appropriate systems and processes are in place to ensure that they are held to account for the performance delivered.
11. Position the council to meet the current and future challenges it faces, working collaboratively across the wider public sector to underpin the development of a shared commitment and capacity to achieve improved outcomes for Cheltenham.

Key Result Areas

1. Corporate and Service Strategies and Planning

Working with the Leader of the council and elected members, lead the development of corporate and service delivery and commissioning strategies; the development of policies and plans; ensure that these are communicated effectively and implemented to meet the stated objectives and core values.

Act as the principal policy adviser to the elected members of the Council to enable them to make informed choices and decisions concerning the development of policies, options for their delivery, the resource implications and the allocation and reprioritisation of resources.

Act as the lead commissioner for the council within the 2020 Partnership Venture Commissioning Group ensuring that the policies delegated to the Joint Committee meet the needs of the council and that partnership venture services deliver to the expected service and performance standards.

Lead the Senior Leadership Team in the development and implementation of corporate policy, strategies and plans to deliver the Council's objectives.

Ensure the creative and innovative management or commissioning of all Council resources to enhance the Council's capacity and ability to achieve its objectives whilst identifying and resolving financial and other risks.

2. Leadership and Partnerships

Ensure the citizens of Cheltenham receive well co-ordinated and effective services through effective commissioning arrangements.

Work with the senior teams across the 2020 partnership and the joint committee to ensure efficient and successful achievement of the 2020 partnership objectives.

Contribute to the leadership of the council by communicating the vision, objectives and values; encouraging and enabling managers to motivate and inspire their teams to deliver high performance;

Together with other members of the Executive Board represent the Council at local, regional and national forums and at an individual level develop and maintain effective networks with relevant governance agencies and local MPs to ensure the needs of Cheltenham are known and understood.

Develop and maintain a culture of collaborative and consultative working between direct and commissioned services, members and partners to maximise efficiency and effectiveness.

3. Communication and Customer Focus

Ensure that strategies, policies and systems are in place to inform and receive feedback (including complaints and suggestions) from service users, partners, stakeholders and employees; and evaluate that feedback and take appropriate action for continuous improvement.

Where services are commissioned, including those delivered by the 2020 partnership venture, ensure that a key requirement of service specifications or other agreements include for effective monitoring of customer feedback and complaint management.

Ensure that strategies, policies and systems are in place to communicate with and consult about the activities and priorities of the Council externally with the public and key partners.

Ensure that the reputation of the council is managed with the public, key partners and employees through the implementation of appropriate strategies, policies and systems.

Represent the Council at civic functions and act as an ambassador for the authority

4. Financial and Performance Management

Promote a culture of strong financial management and of seeking out new ways of designing and delivering services to provide improved outcomes and increased value for money

Promote and champion performance management and ensure the council is able deliver the agreed outcomes and value for money.

Lead the Senior Leadership Team to ensure that the council has sufficient resources to deliver its outcomes

5. People Management

Lead, inspire, manage, motivate and develop the Senior Leadership Team to ensure that the Council can attract, motivate, reward, retain and develop a high calibre workforce

Maximise the capacity of the team to manage people, performance, programmes and change. Sustain and enhance the outward facing community and customer facing focus for the council.

Build a culture of collaborative working across services regardless of whether they are directly provided or commissioned, to ensure that the council's outcomes are delivered and that service integration is achieved and efficiency maximised.

6. Governance and Risk Management

Ensure the effective governance of the council and the legality, probity, integrity, proper public accountability and scrutiny of its decision making processes.

Lead the overall management of risk within the council, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the council.

Support the council's response to a major incident, in conjunction with statutory partners across the council and with partner organisations, to foster the effective management of change and improvement in the delivery of services.

7. Programme and Change Management

Lead and ensure appropriate engagement with relevant programmes and projects across the council and with partner organisations, to foster the effective management of change and improvement in the delivery of services.

Partners

This list provides an example of key partners for the role, but it is not considered exhaustive:

Local Members of Parliament
Central Government
Gloucestershire County Council
District Councils
University of Gloucestershire
Leadership Gloucestershire
Cheltenham Partnership
Police and Crime Commissioner
2020 Joint Committee
Chamber of Commerce and Federation of Small Businesses
Cheltenham Borough Homes
Fire and Rescue Service
Voluntary sector
Gloucester Cathedral (Dean and Chapter)
Trade Unions
NHS – Clinical Commissioning Group, Acute Trusts, Mental Health Trust

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Agenda Item 7

Page 23 By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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