

Cheltenham Borough Council

Council – 19 February 2018

Executive Board Restructure

Accountable member	Appointments and Remuneration Committee/Chair Councillor Rowena Hay
Accountable officer	Pat Pratley, Chief Executive and Head of Paid Service
Ward(s) affected	None directly
Key/Significant Decision	Yes
Executive summary	<p>In July 2017 Council resolved that a <i>“review of the senior leadership team (Phase 1) and service managers (Phase 2) be undertaken to ensure that the Council has the necessary capacity, skills, behaviours within the executive and service management organisational delivery model and budget to deliver the Council’s vision”</i>.</p> <p>On 7 December 2017, Appointments and Remuneration Committee (A&R Committee) considered a report outlining a proposed new structure for the Executive Board representing the first phase as endorsed by Council in July. Key to the proposals has been the need for a structure that creates the right conditions for the authority to achieve financial sustainability as well as an executive leadership team with the skills, capabilities and capacity to deliver the authority’s ambitions for Cheltenham as a “place where everyone thrives”.</p> <p>A&R Committee approved the Executive Board restructure proposals as set out in Section 9 of their December committee report for the purposes of formal consultation with those directly affected. That consultation ended on 7 January 2018. On 29 January 2018 A&R Committee received a further report setting out a full update on the formal consultation feedback received. Having carefully considered the feedback the committee approved an Executive Board structure, as shown in section 4 and Appendix 2 of this report as below;</p> <ul style="list-style-type: none">• Chief Executive• Managing Director – Place and Growth• Executive Director – Finance and Assets (full time post, post-holder seconded part-time to Forest of Dean DC as s151 Officer)• Executive Director – People and Change (new post) <p>A&R Committee approved the key accountabilities for the Executive Directors and the transitional role of Director – Corporate Projects and these are shown at Appendix 3 to this report. A&R Committee also approved, subject to Council approving the creation of the new Executive Board structure, that the directly affected employees be appointed to the</p>

<p>Recommendation</p>	<p>posts as set out in section 7 of this report.</p> <p>A&R Committee approved the Executive Director remuneration as being set at the existing level being salary grade 3 in accordance with the authority's existing Chief Officer salary grade structure.</p> <p>And finally, A&R Committee approved the establishment of a sub-committee of the Appointments and Remuneration Committee to undertake the appointment process for the new post of Executive Director – People and Change, again subject to approval of the recommendation within this report.</p> <p>1. In accordance with the recommendations of the Appointments and Remuneration Committee at its meeting on 29 January 2018, Council is recommended to approve the new Executive Board structure as set out in section 4 and Appendix 2 of this report.</p> <p>2. A budget of £18,000 be approved to enable the recruitment of the new Executive Director post to be funded via the Pension and Restructuring earmarked reserve.</p>
<p>Financial implications</p>	<p>As detailed in Section 9, the cost of these proposals amount to £188,426 and can be funded via the Pension and Restructuring earmarked reserve. This cost is less than the indicative compulsory redundancy cost of £219,870, whilst also providing for much needed additional temporary resource for the period this transition period relates. These costs have been built into the 2018/19 budget proposals which are also subject to Full Council approval today.</p> <p>Contact officer: Paul Jones, Chief Finance Officer Paul.jones@cheltenham.gov.uk, 01242 775154</p>
<p>Legal implications</p>	<p>The appointment of the director posts as referenced in this report falls within the remit of Appointments and Remuneration Committee which has delegated to a sub-committee in respect of the vacant post. The Employment Rules must be followed which include inter alia the requirements for the sub-committee to include at least one Cabinet Member and, prior to appointing directors, to consult with the Leader and Cabinet.</p> <p>The Chief Executive, as Head of Paid Service, is statutorily empowered to report to Council on the Council's staffing structure.</p> <p>Contact officer: Peter Lewis; Head of Law (One Legal) Peter.Lewis@tewkesbury.gov.uk, 01684 272012</p>

HR implications (including learning and organisational development)	<p>The report details the outcome of the formal employee consultation process on the revised structure. It also states the steps needed to implement the changes. Subject to approval by Council to the recommendation contained within this report, HR will work closely with the Chief Executive and the Appointments and Remuneration sub-committee on the recruitment process to appoint the new director.</p> <p>Contact officer: Julie McCarthy; Strategic HR and Client Manager (Publica) Julie.McCarthy@cheltenham.gov.uk; 01242 264355</p>
Key risks	<p>The key risks remain as at the 7 December and 29 January Appointments and Remuneration Committee reports and as stated arise out of the SWOT analysis and are again outlined below and assessed at Appendix 1</p> <ul style="list-style-type: none"> • Achieving financial sustainability • The need to address the strategic capacity and skills in relation to service modernisation and organisational development and for a whole authority approach to be taken • Addressing the issues of some duplication of effort at Executive Board level, placing services more logically to support service modernisation especially around the customer and creating capacity to deliver key corporate projects
Corporate and community plan implications	<p>The ability to be able to effectively deliver the authority's ambitions has been fundamental to informing this review and of particular focuses has been the authority's ambition for Cheltenham in terms of "place". The proposed Executive Board structure also addresses the need to transform and modernise how our people work and ensure that the authority is fit for purpose as a 21st century local authority and has a sustainable financial future.</p>
Environmental and climate change implications	<p>The proposed Place and Growth directorate will continue to make a key contribution to the authority's efforts with regard to environmental issues and climate change and will continue to do so under the proposals outlined within this report. The Finance and Assets directorate will also continue to ensure that the authority's own assets are managed in a way that pays due regard to the need to mitigate and combat climate change where this is possible and operationally and financially feasible.</p>
Property/Asset implications	<p>There are no operational property and asset matters arising from this report. However, the proposed Executive Board structure recognises the importance of active asset management and investment in a balanced property portfolio to the future financial sustainability of the authority.</p>

1. Background

- 1.1 Council, on 24 July, approved *“a review of the senior leadership team (phase 1) and service managers (phase 2) be undertaken to ensure that the Council has the necessary capacity, skills and behaviours within the executive service management organisational delivery model and budget to deliver the Council’s vision”*.
- 1.2 The authority’s current structure, first approved in 2015, responded to the impending decisions to further deepen sharing with the 2020 Partnership (now Publica) and in response to the Athey report which examined Cheltenham’s role as a business location.
- 1.3 A number of changes have taken place since the current structure was approved and this was recognised by Council when it endorsed that a review be undertaken. The proposals outlined in here, with regard to the review of the Executive Board structure aim to put the key building blocks in place for the future success of the authority and a senior leadership team with the skills, capacity, capabilities and competencies going forward.
- 1.4 Critical to this review, and fundamental to informing the proposals set out, is the need for the authority to achieve financial sustainability. The authority’s stated ambition as *“Cheltenham – a place where everyone thrives”*, endorsed by Council in March 2017, has also been important in informing the thinking. The 7 December report to the Appointments and Remuneration Committee (A&R Committee) outlined the wide ranging priorities and key projects to deliver an ambitious agenda for Cheltenham and also that the Local Government Association described the scale of the authority’s ambition as toward the more ambitious end of the district scale and up there with the county towns.
- 1.5 On 7 December, A&R committee approved the Executive Board restructure proposals set out in that report for the purposes of formal consultation with those directly affected. That consultation ended on 7 January 2018. On 29 January 2018 A&R Committee received a report setting out an update on the feedback received and approved a new Executive Board structure as set out in section 4 of this report with the organisational structure below the Executive Board level as shown at Appendix 2. The proposed structure recommended for Council approval today remains unchanged to that considered by A&R Committee on 7 December
- 1.6 Subject to Council approving the new Executive Board structure, the implications for those directly affected are as set out in the January A&R Committee report and are restated here at section 7 and are in line with this authority’s restructuring process guidance. The financial implications again were outlined to the committee in the January report and again are explained in this report at section 9.
- 1.7 In addition, A&R Committee approved the key accountabilities for the Executive Board director roles and the Director – Corporate Projects role (Appendix 3) and also agreed to establish a sub-committee to undertake the appointment process for the new post of Executive Director – People and Change.

2. Executive board SWOT analysis

- 2.1 The December committee report provided an assessment of the strengths, weaknesses, opportunities and threats (SWOT) of the current Executive Board:

Strengths and opportunities

- A strong focus on Cheltenham as a place which is successful economically, culturally and socially
- A committed and ambitious executive team

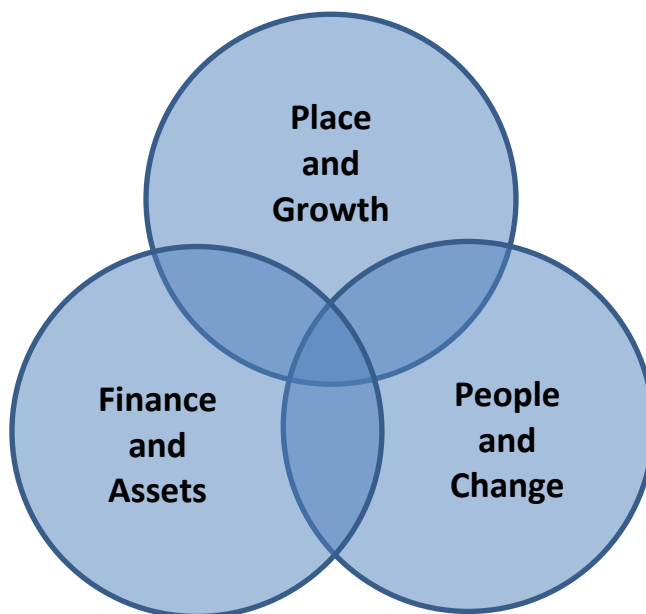
- A transformation programme within the Place and Economic Development directorate looking to modernise service delivery but without a whole authority view being taken
- Recognition that change may be difficult but to do nothing is not an option
- A history of strong and mutually beneficial partnership working with others who share the ambition for Cheltenham as a place where everyone thrives

Weaknesses and threats

- Achieving financial sustainability
- Addressing strategic capacity and skills in organisational change and service modernisation together with the risks of not taking a whole authority approach to organisational development and change
- Realigning some service groupings so they are more logically placed lessening the potential for overlap and duplication of effort at Executive Board level
- Capacity to both manage and deliver significant key corporate projects and carry out authority-wide service modernisation as well
- Making sure that the focus for growth is inclusive

3. Key building blocks

- 3.1 The December A&R committee report described how the output from the SWOT analysis had informed the building blocks for the Executive Board structure going forward.



- 3.2 **Place and Growth** – refers to “place shaping” in its widest sense; being clear on the ambitions for Cheltenham, gaining alignment and commitment from others on the scale of ambition, and having clarity of purpose, intent, capacity and willingness to deliver so that Cheltenham thrives.

Place shaping is also not just about the development of the **physical place** in a way that is sustainable, but also the **sense of place**, and the **feeling of the place**. For example, for the business community this could mean whether Cheltenham is a place that supports existing businesses and encourages new enterprises, but at the same time that Cheltenham is a place

where businesses want to relocate to, and where prospective employees want to, and can afford to, live and bring up their families. In a competitive market for attracting businesses to relocate we know that as well as having the physical space to locate new businesses, or for existing businesses to expand and grow, the sense of place and whether it feels vibrant, creative, safe and welcoming all contribute to creating a rounded offer and prospectus for businesses to attract the best talent.

Growth does not just mean growing the business, visitor and cultural economies, but also refers to inclusive growth in skills, educational attainment and well-being. Central to all of this is access to good quality affordable housing, access to a good education and appropriate skills that lead to gainful employment and career opportunities, as well as a population that is healthy both physically and mentally.

- 3.3 People and change** – means “people” in its widest sense, be it our **staff**, living the authority’s values, having the necessary competencies, skills, behaviours and capabilities to achieve, or our **customers**, be they residential, business or visitors, having access to services in a way that is modern, easy and convenient for them, and that customers have a positive and helpful experience.

People also means our **communities** and relies upon a strong ethos of partnership working with our communities having a voice and being able to be as self-sufficient as possible and most importantly being safe places to live. Our ability to build and maintain healthy and productive relationships across the public sector continues to be central to how we will work in the future. Creating innovative ways of working across the tiers of local government as well as with other sectors, eg, university, college, schools, business, health, police will become more important as will our ability to try to understand demand and build flexibility into how we work so that we can deploy our scarce resources as effectively as possible.

Change needs to be managed well. To do so the right capabilities and capacity must be in place, services need to be as efficient and cost effective as possible, key projects and risks associated with change must be managed well, and commissioning/re-commissioning needs to be sound in practice as well as delivery.

- 3.4 Finance and assets** – There is a continuing need for sound **strategic financial planning** in the context of the continuing uncertainty in the local government finance landscape and in a context where more of the authority’s ongoing revenue will come from business rates or commercial opportunities with a potentially higher risk profile.

The relationship between how we develop, grow and utilise our own assets needs to be influenced by our ambition for place. How we use our assets and infrastructure strategically and in the long term will be important to underpin the outcomes we want to see for Cheltenham and also the wider county of Gloucestershire.

Active asset management of the authority’s asset portfolio and maximising the return from the authority’s own assets to help deliver a sustainable financial plan will be increasingly important and is a complex area. And, finally, any decisions around **commercial investment opportunities** will rely heavily upon careful and sound strategic financial advice and support.

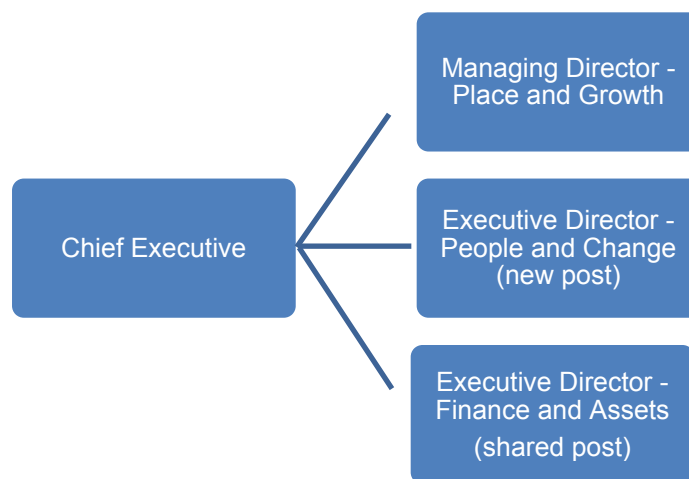
- 3.5** The December A&R committee report also set out the expectation as to how the Executive Board would work, through collective ownership and oversight and also through collaborative endeavour. Whilst it will be important that each member of the Executive Board has individual accountabilities and responsibilities there will also be an expectation of collaborative working. For example, recognising that in order to be financially sustainable one of the key ingredients for success will be having staff with the necessary skills to contribute to that ambition, having a clear commercial strategy, staff with a commercial mind-set, services being run as efficiently as possible, and a culture where entrepreneurship is encouraged.

3.6 The proposed Executive Board structure addresses the key issues through:

- Removal of duplication and clarity on roles and accountabilities
- Re-balancing the structure through an Executive Board team with an internal as well as an external focus
- Addressing the gaps in strategic capacity and skills in driving service modernisation and organisational change
- Creating capacity at the executive team level for a transitional period

4. Proposed executive board structure

4.1 The December A&R committee approved the Executive Board structure for formal consultation with those directly affected as shown below. Appendix 2 shows in more detail the individual areas of accountability.



4.2 The December proposals also included for the deletion of the post of Director of Resources and Corporate Projects, and the creation of a new, part-time transitional post of Director – Corporate Projects with that post reporting to the Executive Director – Finance and Assets. With regard to the Director of Resources and Corporate Projects the proposal is, as reported to the A&R committee and as set out in section 9 of this report, that the post-holder would flexibly retire.

5. Responses to the formal consultation

5.1 The formal consultation period ended on 7 January and the employee feedback was reported to the January meeting of the A&R committee and was considered by Members in arriving at their decisions. The main issues raised through the consultation fell into 3 categories;

- Whether the proposed size and scope of the director job roles were equitable in terms of job grade and salary
- Having sufficient capacity to manage the transition period before the new Executive Director – People and Change commenced in post
- Whether the role of deputy chief executive should be formalised within one of the director roles.

5.2 Job Size, scope and grade

- 5.2.1** It was acknowledged that some accountability, specifically housing and waste Executive Board lead, had passed to the Managing Director – Place and Economic Development since his appointment. However, anticipated changes arising from the next phase of organisational re-design, i.e. the service management review, together with a review of role and focus of the Cheltenham Development Taskforce, meant this was not the appropriate time to review the Executive Board director level job grades.
- 5.2.2** Members should also be aware that the proposed Executive Board roles had already been evaluated by the Local Government Association (LGA) as reported in December and were found to fit within the authority's salary grade 3. In order to deal equitably with this issue it was reported to the committee that the Executive Board director job roles, size, scope and grade will be reviewed as part of the next phase. On that basis the committee approved the proposed Executive Board structure with the director remuneration being as currently, at salary grade 3, which is in accordance with the authority's existing Chief Officer salary grade structure.

5.3 Capacity to deliver

- 5.3.1** The Director of Resources and Corporate Projects fed back his concerns that any delay in recruiting to the new Executive Director – People and Change role ran the risk of an inability to maintain momentum on key projects where it was the case that his flexible retirement had commenced without the new director being in post.
- 5.3.2** The committee acknowledged this risk and recognised that a transition period would mitigate this and that, in addition, a hand-over period between the two directors would also be very beneficial. The proposal put to the committee was therefore that the transitional role should commence on 1 November 2018.

5.4 Role of deputy chief executive

- 5.4.1** A suggestion was made through the feedback that the role of deputy chief executive be formalised. Members will be aware that the deputy chief executive post was deleted when the role of Head of Paid Service was created. Members will also hopefully be aware that arrangements are in place whereby a member of the Executive Board is nominated on an annual basis to fulfil the role. A small honorarium is paid to recognise the importance of the role.
- 5.4.2** The current arrangement works well and allows Executive Board directors to experience acting in the capacity of the most senior officer within the authority (although not in the capacity of the statutory role of head of paid service). The opportunity also helps in their development if they have aspirations to become a chief executive but importantly also builds resilience in the team.
- 5.4.3** However, the proposal put to A&R committee, and which Members agreed with, was that the formalisation of the deputy role be kept under review, in consultation with the Group Leaders, and at the next phase of the organisational design.

6. Areas of accountability and remuneration

- 6.1** The Executive Board areas of accountability, together with those of the transitional role of Director – Corporate Projects, are shown at Appendix 3. These were approved by the A&R committee.
- 6.2** As already stated remuneration for Executive Board directors will be at the existing Chief Officer salary grade 3. The transitional role of Director – Corporate Projects will be remunerated at Chief Officer salary grade 4.

7. Executive board restructure – implications for affected employees

- 7.1 Subject to Council approving the Executive Board structure set out within this report the implications for those directly affected are as set out in the January A&R committee report, and restated below, and are in line with the authority's restructuring process guidance:
- Managing Director – Place and Economic Development – automatic appointment to the post of **Managing Director – Place and Growth**
 - Chief Finance Officer – automatic appointment to the post of **Executive Director – Finance and Assets**
 - Director of Resources and Corporate Projects – post-holder at risk of redundancy however the director has stated, through the formal consultation, that he is agreeable to be appointed to the new transitional role of **Director - Corporate Projects**.

8. Recruitment process – executive director people and change

- 8.1 The constitution provides for the Appointments and Remuneration Committee being “*responsible for the appointment and dismissal of any Executive Officers or the Director of the Cheltenham Development Taskforce*”.
- 8.2 At the January A&R committee meeting it was resolved that the Chief Executive, in consultation with the committee chairman, establish and implement the process for the recruitment to the post of Executive Director – People and Change. The committee recommended that a sub-committee of the committee be constituted with terms of reference as set out in section 6 of the report. However, it was made clear that no process would commence until Council had approved the creation of the new Executive Board structure.

9. Indicative costs and timeline

- 9.1 The indicative costs and timeline of the proposals presented here were outlined in the December A&R committee report.
- 9.2 If approved, the recommendation within this report will lead to the deletion of the post of Director of Resources and Corporate Projects, the creation of a new post of Executive Director – People and Change, together with the introduction of a new, part-time, transitional post for 2 years of Director – Corporate Projects
- 9.3 The cost of the current three executive director posts is £312.6Kpa. This cost is reduced by £35K being the contribution the Forest of Dean District Council makes for the secondment of the Chief Finance Officer on a part-time basis.
- 9.4 With regard to the deletion of the post of Director of Resources and Corporate Projects, the two potential options open to the authority are compulsory redundancy or flexible retirement of the current post-holder. The compulsory redundancy cost to the authority of the proposals is £219,870 and flexible retirement £188,426 based on a flexible retirement from 1 November 2018 to 1 July 2020. The proposal is therefore that the post-holder will flexibly retire and any redundancy payable upon the anticipated departure date will be subject to appropriate approval processes at that time.
- 9.5 Subject to Council approval the indicative timeline would suggest, subject to a successful recruitment campaign, interviews for the Executive Director – People and Change post taking place the first two weeks in April with a successful candidate in post by July assuming a three month notice period.

10. Reasons for recommendations

10.1 As outlined within the body of this report.

11. Alternative options considered

11.1 Alternative options were outlined in the December 2017 report. However, the committee considered the Executive Board structure recommended in this report as in the best interests of the authority.

12. Consultation and feedback

12.1 As set out previously the proposals contained in this report have been subject to informal and now formal consultation with those directly affected. The employee feedback to the formal consultation was set out in detail in the January committee report and considered carefully by Members. Consultation with trade union colleagues has taken place and informal drop-in sessions for staff before Christmas, to explain the proposals, have also taken place.

13. Performance management – monitoring and review

13.1 As explained in the January committee report it will be possible to report on the functioning of the new Executive Board structure when considering the next phase of organisational review although it may not have been fully in place for a lengthy period. In terms of individual performance members of the Executive Board are subject to the authority's performance appraisal process and their annual performance targets will be set and monitored in line with that policy.

Report author	Contact officer: Pat Pratley, Chief Executive Pat.pratley@cheltenham.gov.uk 01242 264100
Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Proposed Executive Board Structure3. Executive Board Director Key Accountabilities
Background information	<ol style="list-style-type: none">1. Appointments and Remuneration Committee Report – 7 December 20172. Appointments and Remuneration Committee Report – 29 January 2018

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1	If strategic capability, skills and focus on authority-wide modernisation and organisational development does not happen there is a risk that the authority will not be as effective and efficient as it might be	Pat Pratley	7.12.17	4	4	16	Reduce	Council approval to create the new Executive Board structure	19.2.18	Pat Pratley	
2	If the capacity issues at the Executive Board level are not addressed there is a risk that the authority will not move forward at the necessary pace and key projects will suffer delay or need to be re-prioritised	Pat Pratley	7.12.17	4	3	12	Reduce	Transition period to allow for the arrival of the New Director – People and Change Phase 2 review needs to build capacity to continue to deliver ongoing and new corporate projects	Pat Pratley		
3	If the authority's financial strategy is not underpinned by the structure, competencies and culture to deliver then there is a risk that financial sustainability will not be secured	Pat Pratley	7.12.17	5	3	15	Reduce	Financial sustainability to be collectively owned by the Executive Board Commercial strategy to be approved by Council as part of the 18-19 budget process	Pat Pratley		

4	If current service groupings below the Executive Board level are not realigned there will continue to be duplication and service focus will not effectively support the modernisation of how the authority works	Pat Pratley	7.12.17	4	3	12	Reduce	Council approval to create the new Executive Board structure	Pat Pratley		
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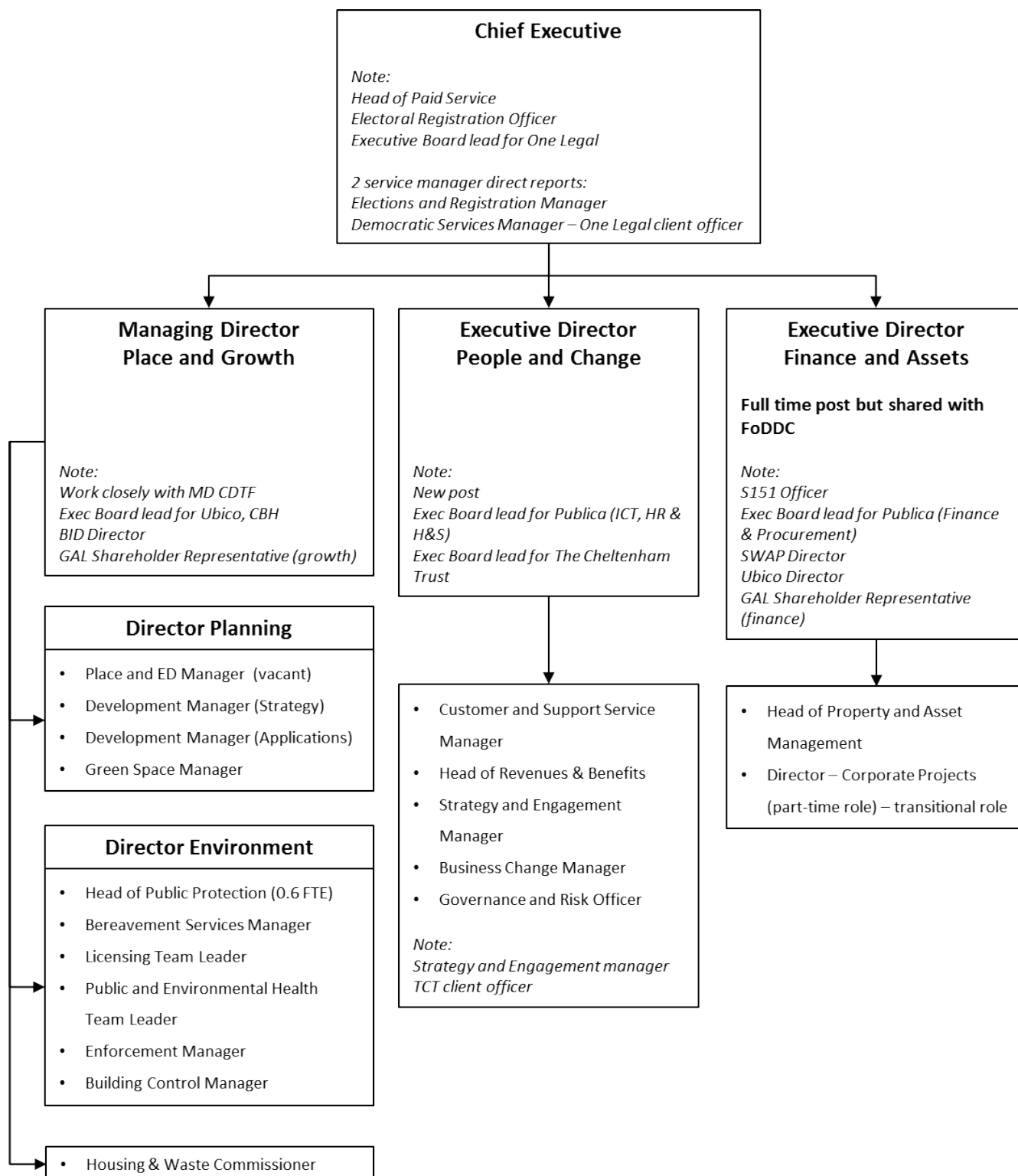
Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close



Proposed Executive Board – Areas of Accountability**Managing Director – Place and Growth****KEY AREAS OF ACCOUNTABILITY**

- Primarily outward facing role as lead for place agenda and key related strategies; joint core strategy, Cheltenham Plan, housing strategy, environmental strategy, town centre plan, neighbourhood planning, economic growth and inward investment, public realm, sustainable transport, tourism, parking
- Two director reports – Environment and Planning
- Ensuring that consultation around strategic planning, eg, Cheltenham Plan, is flexible and responsive to the fact that communities are different and not all have bodies in place, eg, parish councils or neighbourhood forums through which engagement can take place
- Retains accountability for commercialisation of regulatory and environmental services, developing a business approach in key areas, eg, development management, licensing, car parking, crematorium and cemeteries.
- Accountable for developing the Visitor and Marketing strategy and the authority's approach to contributing to the wider "festival town" ambition through the creation of events which support the authority's wider corporate objectives, for example, Cheltenham Cycling Festival
- Accountable for identifying and proposing the most appropriate arrangement to market Cheltenham as a visitor destination
- Bringing about a positive working relationship between key partners including the Chamber of Commerce, BID, Gloucestershire County Council, Highways Agency, Cheltenham Development Taskforce (CDTF), The Cheltenham Trust, Cheltenham Festivals, so that ambitions are aligned to secure future outcomes for Cheltenham
- Contributes to financial sustainability through the economic growth, inward investment agenda, services that are efficient, flexible and are operated with a commercial mind-set
- Working closely with the Managing Director of CDTF to deliver the taskforce business plan ambitions and also with regard to the Cyber Business Park Group and Cyber Security Infrastructure Group
- Executive Board commissioner lead for Ubico, Cheltenham Borough Homes
- BID Director
- Gloucestershire Airport Shareholder Representative on the Shareholder Forum (economic growth and governance) which means supporting the Leader in his role as shareholder

Proposed Executive Board – Areas of Accountability

Executive Director – Finance and Assets

KEY AREAS OF ACCOUNTABILITY

- Full time role – full time post, the post-holder is seconded part-time to the Forest of Dean DC as s151 Officer
- Line management of property services and asset management
- Line management accountability for new (part-time) post Director – Corporate Projects
- S151 Officer
- Exec Board lead for the budget strategy, financial plan, commercial strategy, treasury management strategy, asset management plan, commercial property investment strategy
- Contributes to financial sustainability through s151 role and driving the approach to active asset management and portfolio investment opportunities
- Lead commissioner for Publica (finance and procurement)
- Lead commissioner for South West Audit Partnership
- Ubico director
- Gloucestershire Airport Shareholder Representative on the Shareholder Forum (finance) which means supporting the Leader in his role as shareholder

Proposed Executive Board – Areas of Accountability**Executive Director – People and Change****KEY AREAS OF ACCOUNTABILITY**

- Accountability for internal transformation (people, process and practice) and ensuring that the authority, across all its services, delivers first class customer service
- Digital champion and lead commissioner for Publica (ICT and HR/Learning and Development, Health and Safety)
- Accountable for leading and working collaboratively with the Executive Board to achieve a modern workplace with a sustainable future operating model where staff have the competencies, skills, behaviours, capabilities to deliver and operate and behave according to the authority's values
- Executive Board lead for a number of key organisational strategies; people, learning and development, digital, customer
- Lead for corporate strategy, performance management, corporate governance and risk management
- Ensures the place agenda and growth is inclusive and delivers sustainable and flourishing communities
- Working collectively with our partners and using our combined resources effectively to make the greatest difference to people's lives and support people and communities to be more resilient and self-sufficient
- Accountable for corporate communications and the authority's website and for developing the latter to support the more efficient and effective delivery of services to the public
- Accountable for a business change team with a focus on creating the right conditions to incubate and develop new commercial ideas/opportunities, project management support, business case and business analysis capabilities, service review support e.g. lean, client support for commissioned services
- Contributes to financial sustainability through a more efficient and effective operating model, seeking to reduce cost as well as growing revenue through creating the right organisational conditions and capabilities to incubate new ideas and develop new ways of raising income

Proposed Areas of Accountability

Director – Corporate Projects (part-time transitional role)

KEY AREAS OF ACCOUNTABILITY

- Sponsorship for the delivery of key corporate projects including accommodation strategy, town hall redevelopment, depot rationalisation, Arle Nursery, North Place redevelopment, Cakebridge Place.
- Key role in working with external partners including The Cheltenham Trust, Cheltenham Borough Homes, Gloucestershire County Council, Cheltenham Town Football Club etc.
- Engagement and support to cabinet members in the delivery of projects within respective portfolio areas
- Engagement more broadly with all members within CBC regarding the delivery of key strategic projects
- Accountable for sound project governance and decision with regard to key projects
- Reports to Executive Director – Finance and Assets

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