

AGENDA

Employment Panel

Date: **Tuesday 31 March 2015**

Time: **1.00 pm**

Place: **Committee Room 1, Shire Hall, St Peter's Square,
Hereford, HR1 2HX**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

Governance Services

Tel: 01432 260201

Email: councillorservices@herefordshire.gov.uk

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Agenda for the Meeting of the Employment Panel

Membership

Chairman

Councillor AW Johnson

Councillor KS Guthrie

Councillor PM Morgan

Councillor AJW Powers

Councillor R Preece

Councillor GA Vaughan-Powell

AGENDA

	Pages
1. APOLOGIES FOR ABSENCE To receive any apologies for absence.	
2. NAMED SUBSTITUTES To receive details of any Member nominated to attend the meeting in place of a Member of the Panel.	
3. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on this agenda.	
4. MINUTES To approve and sign the Minutes of the meeting held on 14 January 2015.	7 - 8
5. RECRUITMENT ARRANGEMENTS To approve the arrangements for recruitment and selection for the posts of director of resources and director of adults and wellbeing.	9 - 18

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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The Chairman or an attendee at the meeting must take the signing in sheet so it can be checked when everyone is at the assembly point.

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Employment Panel held at Committee Room One, Shire Hall, St Peter's Square, Hereford HR1 2HX on Wednesday 14 January 2015 at 2.00 pm

Present: Councillor AW Johnson (Chairman)
Councillor (Vice Chairman)

Councillors: Brig P Jones CBE, PM Morgan, AJW Powers, R Preece and GA Vaughan-Powell

Officers: G Hughes (Director – Economy, Communities and Corporate; TJ Postles, Head of Workforce and Organisational Design and A Brookes – Governance Manager

7. APOLOGIES FOR ABSENCE

Apologies were received from Councillor KS Guthrie.

8. NAMED SUBSTITUTES

Councillor Brigadier P Jones CBE substituted for Councillor KS Guthrie.

9. DECLARATIONS OF INTEREST

There were no declarations of interest.

10. MINUTES

RESOLVED: That the Minutes of the meeting held on 3 June 2014 be confirmed as a correct record and signed by the Chairman.

11. PAY POLICY STATEMENT

The panel was invited to consider a draft annual pay policy statement for recommendation to Council. It was noted that the statement provided a summary, in accordance with the provisions of the Localism Act 2011, of the remuneration of chief officers and lowest paid employees, and pay policies operated across the organisation. It was also noted that, following a recent resolution passed by Council, work was being undertaken in relation to assessing the potential for Herefordshire Council adopting the living wage; a detailed report would be brought to the panel once that work had been undertaken.

The panel was advised that, the Localism Act included a requirement for Council to have the opportunity to vote on any proposed salary above £100,000. In seeking to make a permanent appointment to the post of director for adults and wellbeing, a salary of £120,000 was being recommended. This salary was in accordance with that offered in respect of the two other director level posts and in line with the independent (Hay) job evaluation undertaken for that job family appearing in the mid-range of salaries benchmarked by Hay as part of their evaluation. Evaluation took full account of current roles and accountabilities.

A number of further recruitments at senior manager level were proposed to seek permanent appointments to be made to posts currently covered by interim appointments. This would

mitigate concerns noted in the employee survey and risks identified in the annual governance statement, by providing greater stability at a senior manager level.

The roles had similarly been subject to Hay job evaluation, taking account of any changes to roles and accountabilities and the salaries recommended for the posts of director of resources and director of public health were in the median benchmarked salary range (£91 to £98k). Such a level would not require a vote at Council.

The following points were noted:

- the Hay job evaluation scheme included benchmarking nationally
- recruitment costs identified in the report were a maximum and should it prove possible to recruit without requiring the services of a recruitment specialist this would be done
- minor changes to the responsibilities of the assistant director governance had been confirmed by Hay job evaluation as not impacting the current grading of that post
- the table following paragraph 19 of the draft pay policy statement would be amended before being presented to Council to reflect the 2 day unpaid annual leave impact.

RESOLVED: That

- (a) the pay policy statement summarising existing council policies (at Appendix A) be recommended to council for approval;**
- (b) the director of adults and wellbeing salary of £120,000 be recommended to council for approval, being over £100,000 pa;**
- (c) new salary packages are agreed at £91 to £98k for the following two posts based on the outcome of job evaluation**
 - **Director of public health**
 - **Director of resources (section 151 officer)**
- (d) it be noted that a recruitment campaign will commence in February 2015 to permanently recruit to a number of senior roles, including:**
 - **Director of adults and wellbeing**
 - **Director of public health**
 - **Director of resources (section 151 officer)**
 - **Assistant director – adults commissioning**

The meeting ended at 2.34 pm

CHAIRMAN



Meeting:	Employment panel
Meeting date:	31 March 2015
Title of report:	Recruitment arrangements
Report by:	Head of human resources and organisation development

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

Countywide

Purpose

To approve the arrangements for recruitment and selection for the posts of director of resources and director of adults and wellbeing.

Recommendation(s)

THAT:

- (a) the proposed recruitment and selection process and timetable are approved; and**
- (b) approval of the shortlist for the post of director of resources (S151 officer) be delegated to the director for economy, communities and corporate, in consultation with the chief executive.**

Alternative options

- 1 Alternative timescales can be considered; this is not recommended as the need to progress permanent appointments has been established. The proposed timetable and arrangements ensure that appointments can be made at the earliest opportunity whilst allowing for the establishment of a new employment panel following the elections in May 2015.

Further information on the subject of this report is available from
TJ Postles, Head of human resources and organisation development on Tel (01432) 383715

Reasons for recommendations

- 2 To enable timely recruitment to key senior management roles.

Key considerations

- 3 Employment panel, at its meeting in January, approved the commencement of recruitment and selection of a number of senior management posts; two of these (director of resources and director of adults and wellbeing) are posts for which the panel is the responsible body in relation to recruitment. On 6 February 2015 Council approved the salary for the director of adult and wellbeing, in accordance with the requirements of the council's pay policy statement.

- 4 In accordance with contract procedure rules, three quotations were sought for specialist recruitment expertise to support this strategic recruitment requirement. As a result of this process, West Midlands Employers (WME) have been appointed to provide recruitment and selection support to the panel. They have proposed an approach designed to achieve the most cost effective recruitment and selection solution, with the support of independent and relevant expertise, details of which are set out below.

- 5 Director of adults and wellbeing

In order to deliver value for money there will be a parallel recruitment campaign for the posts of director and assistant director (commissioning). This will include the following;

- A full colour print media advert for both posts will be placed in the Municipal Journal, for which 'prime' positioning has been secured, accompanied by a feature editorial highlighting the opportunity and promoting the Herefordshire offer through an interview with the chief executive. This will be supplemented by widespread online advertising through to the closing date, including 'featured job' profiling within relevant national and regional job sites;
- Recognising the external market pressures, specialist executive search consultants will be used in respect of both posts. WME have partnered with Veredus to provide such expertise at highly competitive rates;
- There will be a structured opportunity for candidates to visit the council and meet relevant members of the leadership team through a familiarisation day. A bespoke microsite will be developed in order to provide relevant candidate information with the URL www.makearealdifference.co.uk reflecting the campaign theme and a linked accessible application process via CV submission through www.wmjobs.co.uk;
- For the director post, the selection process will be based on three stages; initial sifting to develop a **longlist** of candidates that meet all requirements of the person specification; an **assessment centre approach to shortlisting** incorporating a 1-2-1 discussion with the chief executive, a facilitated stakeholder panel; a 'technical interview' led by the current interim director, and consideration of relevant psychometric profiling;
- Further to the first two stages, a report and recommendations will be prepared for and discussed with the employment panel (as constituted at the meeting of the Council on 22 May);
- At the final stage of the process, the employment panel undertake a structured **final selection interview**, with advice and support from the chief executive, WME representative and any other officers as determined appropriate.

Further information on the subject of this report is available from
TJ Postles, Head of human resources and organisation development on Tel (01432) 383715

- Throughout all stages of the process best practice recruitment process will be ensured and assessment will be focused upon the requirements as set out in the agreed role profile (attached at appendix A).

6 Director of resources

Whilst the post of director of resources (for role profile see appendix B) will follow broadly the same process as set out above, members are asked to note and consider the following amendments;

- Following an assessment of the external market and a balanced assessment of value for money considerations in respect of the use of search consultants and full colour print media advertising, WME agreed that it was reasonable that neither were essential in relation to this post;
- In order to enable a staggered market exposure and selection process, the initial stages of the campaign have been commenced with a highly cost effective quarter page 'pointer advert' placed within the Municipal Journal, directing candidates to the microsite as referred to above, the content of which, at this stage, has been designed to reflect the specific role;
- In addition to comprehensive on line advertising, details of the vacancy will be circulated via the network of regional employers organisations;
- In view of the nature of the post, it is not proposed to include a stakeholder panel at the assessment centre stage. The technical assessment will be undertaken by an externally sourced (current or former) s151 officer and the director for economy, communities and corporate will be directly involved throughout every stage.
- The timetable requirements of a staggered approach, thus enabling the employment panel to make appointments as soon as possible following the elections. This will necessitate an adjustment to the shortlisting process as set out below.

7 Timetable

Attached at appendix C is a summary of the timetable incorporating all three posts referred to above. This accommodates the impact of three bank holidays during the period concerned and the election period. Members of the panel will note that in order for this to be fulfilled, the shortlisting assessment will need to take place during the week immediately preceding the election. In that context, it is recommended that the employment panel delegate the approval of the shortlist of candidates for final interview to the director for economy, communities and environment, in consultation with the chief executive. This will enable the newly constituted employment panel to meet as soon as is practically possible following the Council meeting on 22 May.

Community impact

- 8 Recruitment of permanent appointments to these senior management positions supports achievement of the corporate plan objective of creating an engaged, agile, flexible and responsive workforce that is resilient into the future.

Equality duty

- 9 A public authority must, in the exercise of its functions, have due regard to the need to:

Further information on the subject of this report is available from
TJ Postles, Head of human resources and organisation development on Tel (01432) 383715

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The recommendations in this report and recruitment and selection process take full account of this duty.

Financial implications

- 10 These posts form part of the council's establishment and the salary and on-costs are included in establishment budgets. The costs of recruitment and selection to the three posts amount to £36,300 (this includes external media and executive search costs) and will be covered from existing budgets.

Legal implications

- 11 The two posts are statutory chief officer appointments which must follow compulsory provisions in the Local Authority (Standing Order) (England) Regulations 2001. Shortlisting can be delegated to an officer of the authority under section 101 of the Local Government Act 1972.

Risk management

- 12 Failure to recruit in a timely manner may result in the need to further extend existing interim arrangements placing at risk the delivery of strategic transformation across council services. The proposed timetable mitigates this risk whilst ensuring that member engagement is maintained with minimal delay arising from the forthcoming election.

Consultees

- 13 Relevant line managers have been consulted and their views used to inform the recommendations.

Appendices

Appendix A – Director of adults and wellbeing role profile

Appendix B – Director of resources role profile

Appendix C - Timetable

Background papers

- None identified.

Role profile: Director of adults and wellbeing

Reports to: Chief executive

Direct reports: Director of public health, Assistant director – commissioning; Assistant director – operations and support; Head of business improvement and transformation

Role Purpose:

To provide outstanding strategic leadership of Adult Social Care, Strategic Housing and Public Health within Herefordshire. Leading the transformation, commissioning and delivery of services that are essential for the council to enable residents, both adults and children, as individuals and families to live safe, healthy and independent lives, reduce health inequalities and achieve improved outcomes for the people who use our services. Taking a leadership role on behalf of the council for integrating health and social care pathways system wide, the Health and Well Being strategy and facilitating strong and resilience communities

Accountabilities specific to this role

- Develop and deliver the strategic direction of Adults and Wellbeing; including the Health and Wellbeing, Housing and Adult Social Care Strategies for Herefordshire
- Deliver substantial cost savings within the next few years – £5.5m in FY 15/16 and £4.1m in 16/17 – and deliver a sustainable and affordable budget and three year financial plan
- Radically transform the way in which services are delivered through the creation of new, integrated and person-centric pathways, that drive efficiency and significantly improve quality and performance
- Develop strong and effective working relationships with key local, regional and national agencies and partners including the CCG health, and Central Government (e.g. Department of Health, the Care Quality Commission), to ensure the Council is well-positioned to influence policy, practice, integration and strategic direction of public services across Herefordshire
- Effective implementation and embedding of the Care Act requirements and better care fund
- Inspire and lead the adults workforce (circa 300 fte). Develop and deliver a high-performance culture
- Build and deliver effective and strong community based social capital and resilience, capacity and culture across Herefordshire
- Lead the development of an effective ‘adults and wellbeing social care market’ in Herefordshire, working with partners to jointly commission services to meet identified needs and secure value for money through a robust commissioning and contract management programme
- Be responsible for the strategic management and operational delivery of the Adults and Wellbeing directorate
- Ensure effective safeguarding arrangements for adults
- Transition and integration of services including public health, housing, adult social care and mental health services

Statutory responsibilities

- Statutory responsibilities of a Director of Adult Social Services including Safeguarding
- Statutory member and will ensure the effectiveness of, the Health and Wellbeing Board.
- Housing Legislation statutory requirements

<p>Responsibilities and behaviours</p> <ol style="list-style-type: none"> As a management board member, lead the creation and implementation of the overall business strategy and operating model to achieve the vision for Herefordshire Council Design and deliver value for money integrated public services and ensure attention to improving efficiency and robust cost management. Ensure services are customer focused through effective community and user engagement in the commissioning of services. Develop relationships with partner organisations to meet the needs of Herefordshire's communities collaborating with all sectors to continuously improve the quality of life in the county. Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term. Act as a figurehead for the service areas managed, liaising with Members, non-executive directors and senior individuals in external agencies, regionally and nationally, to influence agendas and increase inward investment Promote Herefordshire to all key stakeholders to ensure the county is positioned successfully for increased inward investment and policy consideration. Manage the investment in relationships made by Herefordshire Council to deliver the best possible return. Support Members by providing the highest quality advice and guidance on areas of policy and strategy, ensuring that Members are appraised about issues to enable informed decision making in line with the Herefordshire Council vision and priorities. Safeguarding and promoting the welfare of children, young people and vulnerable adults. Ensuring that that staff are aware of the Herefordshire Safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Ensuring that staff attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values. Provide exemplary leadership ensuring behaviours meet organisational values and creates a working environment where employees are empowered and can deliver their best; holding others accountable for their decisions. Set and manage ambitious performance expectations, recognising success and taking timely remedial action; keeping stakeholders informed of progress against targets. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery. Take responsibility for managing risks and resolving issues that may have a significant impact on the council. Understand and meet all required legislation and governance to deliver the required service standards. <p>Council values: I aim to put PEOPLE at the heart of everything we do</p> <p>People – treating people fairly, with compassion, respect and dignity Excellence – striving for excellence and the appropriate quality of service, care and life in Herefordshire Openness – being open, transparent and accountable Partnership – working in partnership, and with all our diverse communities Listening – actively listening to, understanding and taking into account people's views and needs Environment – protecting and promoting our outstanding natural environment and heritage for the benefit of all.</p>	<p>Skills, knowledge and experience</p> <ul style="list-style-type: none"> An experienced senior executive with a track record of delivering top quality public services and continuous improvement in a complex environment. A collaborator who can develop relationships with senior stakeholders and politicians to generate a return for the organisation and its customers. Business acumen gained from creating a commercial environment where the management of cost and customer satisfaction are both paramount. A leader who engages and enables others to deliver their best. Knowledge and practical experience of overseeing a commissioning-based cycle of service delivery. An unquestionable record of delivering results through others. An excellent professional and developmental record that is business management focused. <table border="1" data-bbox="829 74 1606 1172"> <tr> <td data-bbox="829 638 1081 1172"> <p>Employees and culture</p> <ul style="list-style-type: none"> Employee engagement Working climate Innovation application Behaviour </td> <td data-bbox="829 74 1081 638"> <p>Relationships</p> <ul style="list-style-type: none"> Reputation Policy influence Member feedback Partner feedback </td> </tr> <tr> <td colspan="2" data-bbox="1081 74 1606 638"> <p>PERFORMANCE MEASURES</p> </td> </tr> <tr> <td data-bbox="1081 638 1606 1172"> <p>Customer Service</p> <ul style="list-style-type: none"> Peer and Member feedback Customer satisfaction/ service quality Quality of life in County </td> <td data-bbox="1081 74 1606 638"> <p>Value for Money</p> <ul style="list-style-type: none"> Cost reduction Service improvement </td> </tr> </table>	<p>Employees and culture</p> <ul style="list-style-type: none"> Employee engagement Working climate Innovation application Behaviour 	<p>Relationships</p> <ul style="list-style-type: none"> Reputation Policy influence Member feedback Partner feedback 	<p>PERFORMANCE MEASURES</p>		<p>Customer Service</p> <ul style="list-style-type: none"> Peer and Member feedback Customer satisfaction/ service quality Quality of life in County 	<p>Value for Money</p> <ul style="list-style-type: none"> Cost reduction Service improvement
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Role Profile: Director of resources (Section 151 officer)
Reports To: Director for economy, communities and corporate
Direct Reports: Head of corporate finance (deputy S151 officer), Head of management accounting, Finance business partner, Head of human resources and organisation development, Strategic human resources business partner (interim) Head of corporate asset management and property services manager. There are additional line management responsibilities for heads of service (Technology, Finance and HR) within the arm's length support service company Hoople Ltd

Role purpose: To lead the delivery of a broad range of services to meet customer and community needs and the overall Herefordshire Council strategy. The role will raise service quality and achieve value-for-money by managing resources in the most effective and efficient way.

Accountabilities specific to the role

Section 151 Officer

- Take overall responsibility for the proper administration of Herefordshire Council's financial affairs
- Lead the development of the authority budget process against a background of needing to make further significant savings,
- Working with Cabinet, members, and Management Board lead the development of the medium term financial plan ensuring the allocation of resources to deliver the councils priorities, and maintaining adequate levels of reserves and ensuring demonstration of value for money when compared with statistical neighbours
- Give assurance to Council on the deliverability of proposed budgets and that the council can operate legally within its overall financial resources.
- Working with the Monitoring Officer, support the effective governance of the authority through the development of corporate governance arrangements, risk management and reporting frameworks and decision making arrangements
- Ensure the delivery of effective audit and assurance arrangements including an effective audit and governance committee

Financial Services

- Hold directors and senior managers to account for delivery against financial plans
- Produce recommendations on cost savings and efficiencies through critically analysing the budget, current and historical spend. Undertake benchmarking and modeling demand/cost trajectories to inform the plan which must integrate within the overall corporate planning cycle and evidence base.
- Ensure the provision of high and quality of financial support to the organisation; giving strategic, professional financial advice.
- Develop, implement and review Herefordshire's capital and property investment strategies; treasury management strategies, policies and procedures; and, financial management policies, procedures and practices
- Ensure the effective discharge of Herefordshire's financial obligations as accountable body in externally funded programmes.
- Develop, implement and review final accounts procedures so the annual statement of accounts is produced accurately and on time. This will include compliance with the International Financial Reporting Standards.
- Ensure maintenance of key corporate financial databases and systems.
- Lead on the development, implementation and review of financial and performance monitoring arrangements to ensure accurate information is available when needed for Herefordshire's formal performance monitoring reports.

Property Services

- Take overall responsibility for the effective use of the council's property and land portfolio
- Develop and maintain a dynamic corporate asset management plan, aligned to the objectives of the council, and in particular securing increased income generation, supporting the transition of services to local communities, maximising capital receipts, and stimulating growth and investment in the county
- Lead a review of the delivery model for property services and implement any changes identified by the review
- Ensure effective programme and project management arrangements are in place to support delivery of the capital programme
- Ensure the council's statutory landlord functions are fulfilled effectively

Information Technology

- Maintain efficient and effective management information systems for the organisation, working with the assistant director governance to ensure alignment with information governance requirements
- Develop an Information Technology Strategy to meet the needs of the organisation and ensure effective implementation arrangements are in place
- Ensure robust arrangements are in place for maintaining and storing data
- Deliver and monitor the effectiveness of the Digital Strategy
- Ensure robust investment and option appraisal of business solutions and ICT infrastructure.

Human Resources and Organisational Development

- Develop and implement the people strategy and delivery plan, including terms and conditions
- Deliver an organisational development programme within available resources to address gaps in organisational capability, eg performance management, leadership, project management and cost reduction
- Support development of partnership working with Trade Unions
- Overall responsibility for payments to staff, complying with HMRC and Pension scheme requirements
- Implement and monitor innovative, flexible and effective HR policies to ensure compliance with the law and best practice

- Commissions workforce planning, training and development and to ensure the council's staff have the right skills.
- Overall arrangements for Support Services**
- Overseeing the work provided by Hoople Ltd for the council as client and shareholder, including line management responsibilities as required.

Responsibilities and behaviours

1. As a management board member, lead the creation and implementation of the overall business strategy and operating model to achieve the vision for Herefordshire Council
2. Design and deliver value for money integrated public services and ensure attention to improving efficiency and robust cost management.
3. Ensure services are customer focused through effective community and user engagement in the commissioning of services.
4. Develop relationships with partner organisations to meet the needs of Herefordshire's communities collaborating with all sectors to continuously improve the quality of life in the county.
5. Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes.
6. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term.
7. Act as a figurehead for the service areas managed, liaising with Members, non-executive directors and senior individuals in external agencies, regionally and nationally, to influence agendas and increase inward investment
8. Promote Herefordshire to all key stakeholders to ensure the county is positioned successfully for increased inward investment and policy consideration. Manage the investment in relationships made by Herefordshire Council to deliver the best possible return.
9. Support Members by providing the highest quality advice and guidance on areas of policy and strategy, ensuring that Members are appraised about issues to enable informed decision making in line with the Herefordshire Council vision and priorities.
10. Safeguarding and promoting the welfare of children, young people and vulnerable adults. Ensuring that that staff are aware of the Herefordshire Safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Ensuring that staff attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate.
11. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values.
12. Provide exemplary leadership ensuring behaviours meet organisational values and creates a working environment where employees are empowered and can deliver their best; holding others accountable for their decisions.
13. Set and manage ambitious performance expectations, recognising success and taking timely remedial action; keeping stakeholders informed of progress against targets.
14. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.
15. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations.
16. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.
17. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.
18. Understand and meet all required legislation and governance to deliver the required service standards.

Skills, knowledge and experience

- Member of a recognised accountancy body, qualified through examination, and subject to oversight by a professional body that upholds professional standards and exercises disciplinary powers.
- Substantial post qualification experience of working at a strategic level in a large complex organisation with a turnover of £100m +
- An experienced senior manager with a track record of delivering top quality public services and continuous improvement.
- A background of successfully leading multiple business units and meeting the needs of customers across diverse localities.
- The ability to translate corporate strategy into service delivery by generating clarity for others through exceptional leadership, organisational development and change management expertise.
- Demonstrable achievement of value for money for customers with a strong focus on maximising a return from available resources
- A leader who engages and enables others to deliver their best.
- Knowledge of commissioning-based service models and their application in a public service context.
- Ability to build partnership relationships and influence government policy.
- Literate in information and communications and digital technologies.
- A comprehensive professional/developmental track record, including relevant advanced theoretical and practical knowledge.

Employees and culture

- Employee engagement
- Working climate and employee motivation
- New ideas implemented
- Behaviour

Relationships

- Team feedback
- Policy influence to all stakeholders
- Senior management feedback
- Partner feedback

PERFORMANCE MEASURES

Customer Service

- Customer satisfaction/ service quality
- Quality of life in County
- Positioning resources for future success

Value for Money

- Resource utilisation (inc benchmarking)
- Cost reduction
- Service improvement

Council values: I aim to put **PEOPLE** at the heart of everything we do

- People** – treating people fairly, with compassion, respect and dignity
- Excellence** – striving for excellence and the appropriate quality of service, care and life in Herefordshire
- Openness** – being open, transparent and accountable
- Partnership** – working in partnership, and with all our diverse communities
- Listening** – actively listening to, understanding and taking into account people's views and needs
- Environment** – protecting and promoting our outstanding natural environment and heritage for the benefit of all.

APPENDIX C

	Director of resources	Director of adults and wellbeing	Assistant director - commissioning
w/c 16 March	External advert and microsite goes live (19 Mar)		
w/c 23 March			
w/c 30 March			
w/c 6 April Easter Week	Closing Date (10 Apr)		
w/c 13 April	<i>(GH on leave)</i>	(Single) external advert and editorial (MJ) and microsite goes live (16 Apr)	
w/c 20 April	Candidate Summary and Longlisting (21 Apr) Issue Psychometrics		
w/c 27 April	Shortlisting Assessment (28 Apr)		
w/c 4 May	<i>Election Week</i>		Closing Date (8 May)
w/c 11 May	<i>Post Election Week</i>	Closing Date (15 May)	Candidate Summary and Longlisting (date to be determined) Issue Psychometrics
w/c 18 May FULL COUNCIL (22 May)		Candidate Summary and Longlisting (date to be determined) Issue Psychometrics	Shortlisting Assessment (date to be determined)
w/c 25 May	<i>Spring Bank Holiday Week</i>		Final Interview Panel (AN/HB/JD/AB)
w/c 1 June	Employment Panel (date to be determined)		<i>Alternative for final interview panel?</i>
w/c 8 June		Shortlisting Assessment (date to be determined) Employment Panel (date to be determined)	
w/c 15 June			

