

# AGENDA

## Employment panel

Date: **Wednesday 12 October 2016**

---

Time: **2.00 pm**

---

Place: **Committee Room 1, Shire Hall, St. Peter's Square,  
Hereford**

---

Notes: Please note the venue of the meeting.

For any further information please contact:

**Ben Baugh, Democratic Services**

Tel: 01432 261882

Email: [bbaugh@herefordshire.gov.uk](mailto:bbaugh@herefordshire.gov.uk)

---

If you would like help to understand this document, or would like it in another format, please call Ben Baugh, Democratic Services on 01432 261882 or e-mail [bbaugh@herefordshire.gov.uk](mailto:bbaugh@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the meeting of the Employment panel**

## **Membership**

<b>Chairman</b>	<b>Councillor AW Johnson</b>
<b>Vice-Chairman</b>	<b>Councillor PM Morgan</b>
	<b>Councillor H Bramer</b>
	<b>Councillor RI Matthews</b>
	<b>Councillor AJW Powers</b>

**AGENDA**

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b> To receive any apologies for absence.	
<b>2. NAMED SUBSTITUTES (IF ANY)</b> To receive details of any member nominated to attend the meeting in place of a member of the panel.	
<b>3. DECLARATIONS OF INTEREST</b> To receive any declarations of interest by members in respect of items on this agenda.	
<b>4. MINUTES</b> To approve and sign the minutes of the meeting held on Friday 23 September 2016.	7 - 8
<b>5. RECRUITMENT OF CHIEF FINANCE OFFICER (SECTION 151 OFFICER)</b> To agree the recruitment process, timetable and role profile for the chief finance officer enabling the recruitment and selection process to commence.	9 - 16
<b>DATE OF NEXT MEETING</b> The date of the next scheduled meeting is <a href="#">Friday 18 November 2016</a> .	



## **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.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the council, cabinet, committees and sub-committees and to inspect and copy documents.

### **Public transport links**

The Shire Hall is a few minutes walking distance from both bus stations located in the town centre of Hereford.

## **Recording of this meeting**

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

## **Fire and emergency evacuation procedure**

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit and make your way to the Fire Assembly Point in the Shire Hall car park.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

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 1, Shire Hall, St. Peter's Square, Hereford on Friday 23 September 2016 at 2.00 pm**

**Present:** Councillor AW Johnson (Chairman)  
Councillor PM Morgan (Vice-Chairman)

**Councillors:** H Bramer, RI Matthews and AJW Powers

**Officers:** Geoff Hughes, Alistair Neill and Tracey Sampson

### **1. APOLOGIES FOR ABSENCE**

None, all panel members were present.

### **2. NAMED SUBSTITUTES**

None.

### **3. DECLARATIONS OF INTEREST**

No declarations of interest were made.

### **4. MINUTES**

The minutes of the previous meeting were received.

**RESOLVED: That the minutes of the meeting held on Tuesday 10 May 2016 be approved as a correct record.**

### **5. DESIGNATION OF SECTION 151 OFFICER**

The chief executive presented the report and outlined the outcome of the recruitment process for the interim director of resources.

In response to questions from panel members, the chief executive and the head of human resources and organisational development provided further details about the interview and selection process, and commented on the typical patterns of movement of professional interims and the current level of market demand.

The director of economy, communities and corporate confirmed that, to ensure focus on the section 151 officer role and the delivery of the medium term financial strategy, the interim post would not have responsibility for human resources or be managing director designate for Hoople. A panel member emphasised the need for appropriate oversight of ICT functions.

The panel endorsed the chief executive's intentions regarding the interim appointment and made the following recommendation to Council.

**RESOLVED: That it be recommended to Council that the interim director of resources (name to be advised) be designated as section 151 officer to the council.**

The meeting ended at 2.45 pm

**CHAIRMAN**







<b>Meeting:</b>	<b>Employment panel</b>
<b>Meeting date:</b>	<b>12 October 2016</b>
<b>Title of report:</b>	<b>Recruitment of chief finance officer (section 151 officer)</b>
<b>Report by:</b>	<b>Director for environment, communities and corporate</b>

## Classification

Open

## Key decision

This is not an executive decision.

## Wards affected

Countywide

## Purpose

To agree the recruitment process, timetable and role profile for the chief finance officer enabling the recruitment and selection process to commence.

## Recommendations

**THAT:**

- (a) the role profile at appendix 1 for the post of chief finance officer be agreed and all other terms and conditions associated with the post remain the same; and**
- (b) recruitment for a substantive chief finance officer be initiated.**

## Alternative options

- 1 It is a statutory requirement that the council employs a section 151 officer. Whilst it is open to Council to designate this function to another post (excluding the monitoring officer), given the council's challenging financial position it is vital that the council has an experienced chief finance officer in position to lead what will be a challenging budget setting process and handling on-going budget management processes.

---

Further information on the subject of this report is available from  
Geoff Hughes, director for economy, communities and corporate on Tel (01432) 260695

## Reasons for recommendations

- 2 To ensure effective leadership of the council's budget planning process and ongoing financial management.

## Key considerations

- 3 The council's director of resources resigned in September 2016.
- 4 An interim director of resources, Mark Taylor, has been appointed and will start on 31 October 2016 for a period of up to 6 months. At Council on 30 September 2016 members approved the employment panel's recommendation to designate the interim director of resources as section 151 officer.
- 5 The council needs experienced and robust financial leadership in place and wishes to expedite the recruitment process of a substantive post holder and designate that post holder as the substantive section 151 officer.
- 6 Under the council's employment rules (para 4.9.3.7) the appointment of a statutory chief officer including approval of the terms and conditions of employment, is undertaken by the employment panel. The employment panel will then make a recommendation to Council for formal designation of the post holder as section 151 officer.
- 7 A draft role profile for the post is attached at appendix 1. It is proposed to change the scope of the role to chief finance officer and responsibility for property will remain within this post.
- 8 The Hay job evaluation system is used for chief officer posts and the proposed profile, having been reviewed, has been confirmed as remaining at the same salary level as AD level salaries rarely change with responsibilities of a similar magnitude being added or taken away. All other terms and conditions will remain the same.

## Recruitment process

The timetable for managing the recruitment and selection process is outlined below.

Activity	Date	By Whom
Select agency and agree brief	12 October - 18 October	Hoople Resourcing
Candidate search and first sift	18 October - 8 November	Agency
Long listing	18 November	Employment Panel
Short listing	Late November	Employment Panel
(Final) Interviews	Early December	Employment Panel
Appointment made	Early December	Employment Panel
Designation of post holder as section 151 officer	16 December	Council

---

Further information on the subject of this report is available from  
Geoff Hughes, director for economy, communities and corporate on Tel (01432) 260695

Substantive s151 starts in post	Jan - March 2017 (depending on notice period)	
---------------------------------	--	--

- 9 Given the strategic importance of the role and the risks to the council's ongoing financial performance, it is proposed that a nationwide search is undertaken and that a specialist recruitment agency supports the recruitment and selection of the best candidates on behalf of the council. The cost of this will be capped at £20k

## Community impact

- 10 Working with the council's Management Board, this role will ensure that the council's directorates and services are supported to meet the challenges imposed by financial reductions which, without change, would be more likely to result in less effective service delivery in future and impact the ability of the council to achieve the objectives of its corporate plan.

## Equality duty

- 11 The recommendations in this report and the recruitment and selection process take full account of this legislation and will ensure our equality duty is met.

## Financial implications

- 12 The establishment budget for this post is available and any appointment will be made within this budget.
- 13 The additional costs of recruiting to this post will be capped at a maximum of £20k and these recruitment costs will be met from within the HR&OD budget.

## Legal implications

- 14 Section 151 of the Local Government Act 1972 requires all local authorities to 'make arrangements for the proper administration of their financial affairs' and to 'secure that one of their officers has responsibility for the administration of those affairs'.
- 15 Under Part 3 of the council's constitution, the duty to designate an officer as the section 151 officer is reserved to full Council. Under the council's employment rules arrangements for the appointment of a statutory chief officer are to be made by the employment panel which also approves the terms and conditions of employment and makes a recommendation to full Council.

## Risk management

- 16 The risks of not being able to successfully recruit to the role have been considered and mitigated by proposing the council invests in specialist recruitment expertise to undertake the search for the right candidate.

## Consultees

- 17 None.

---

Further information on the subject of this report is available from  
Geoff Hughes, director for economy, communities and corporate on Tel (01432) 260695

## **Appendices**

Appendix 1 - Proposed role profile

### **Background papers**

None identified.

**Role Profile:** Chief Finance Officer (Section 151 Officer)  
**Reports To:** Director for Economy, Communities and Corporate (with a dotted line to the Chief Executive)  
**Direct Reports:** Head of Corporate Finance (deputy S151 Officer), Head of Management Accounting, Finance Business Partner, Head of Corporate Asset Management

**Role purpose:** To lead the delivery of a broad range of corporate 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 including an effective audit function
- 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 & 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 (including facilities management) 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

**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

**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

<p>maximised in the long term.</p> <ol style="list-style-type: none"> <li>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</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>11. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values.</li> <li>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.</li> <li>13. Set and manage ambitious performance expectations, recognising success and taking timely remedial action; keeping stakeholders informed of progress against targets.</li> <li>14. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.</li> <li>15. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations.</li> <li>16. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.</li> <li>17. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.</li> <li>18. Understand and meet all required legislation and governance to deliver the required service standards.</li> </ol>	<p>development and change management expertise.</p> <ul style="list-style-type: none"> <li>• Demonstrable achievement of value for money for customers with a strong focus on maximising a return from available resources</li> <li>• A leader who engages and enables others to deliver their best.</li> <li>• Knowledge of commissioning-based service models and their application in a public service context.</li> <li>• Ability to build partnership relationships and influence government policy.</li> <li>• Literate in information and communications and digital technologies.</li> <li>• A comprehensive professional/developmental track record, including relevant advanced theoretical and practical knowledge.</li> </ul>						
<p><b>Council values:</b> I aim to put <b>PEOPLE</b> at the heart of everything we do</p> <ul style="list-style-type: none"> <li><b>People</b> – treating people fairly, with compassion, respect and dignity</li> <li><b>Excellence</b> – striving for excellence and the appropriate quality of service, care and life in Herefordshire</li> <li><b>Openness</b> – being open, transparent and accountable</li> <li><b>Partnership</b> – working in partnership, and with all our diverse communities</li> <li><b>Listening</b> – actively listening to, understanding and taking into account people's views and needs</li> <li><b>Environment</b> – protecting and promoting our outstanding natural environment and heritage for the benefit of all.</li> </ul>	<table border="1"> <tr> <td data-bbox="1855 667 2350 913"> <p><b>Employees and culture</b></p> <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Working climate and employee motivation</li> <li>• New ideas implemented</li> <li>• Behaviour</li> </ul> </td> <td data-bbox="2350 667 2902 913"> <p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>• Team feedback</li> <li>• Policy influence to all stakeholders</li> <li>• Senior management feedback</li> <li>• Partner feedback</li> </ul> </td> </tr> <tr> <td colspan="2" data-bbox="1855 913 2902 934" style="text-align: center;"><b>PERFORMANCE MEASURES</b></td> </tr> <tr> <td data-bbox="1855 934 2350 1379"> <p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Customer satisfaction/ service quality</li> <li>• Quality of life in County</li> <li>• Positioning resources for future success</li> </ul> </td> <td data-bbox="2350 934 2902 1379"> <p><b>Value for Money</b></p> <ul style="list-style-type: none"> <li>• Resource utilisation (inc benchmarking)</li> <li>• Cost reduction</li> <li>• Service improvement</li> </ul> </td> </tr> </table>	<p><b>Employees and culture</b></p> <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Working climate and employee motivation</li> <li>• New ideas implemented</li> <li>• Behaviour</li> </ul>	<p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>• Team feedback</li> <li>• Policy influence to all stakeholders</li> <li>• Senior management feedback</li> <li>• Partner feedback</li> </ul>	<b>PERFORMANCE MEASURES</b>		<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Customer satisfaction/ service quality</li> <li>• Quality of life in County</li> <li>• Positioning resources for future success</li> </ul>	<p><b>Value for Money</b></p> <ul style="list-style-type: none"> <li>• Resource utilisation (inc benchmarking)</li> <li>• Cost reduction</li> <li>• Service improvement</li> </ul>
<p><b>Employees and culture</b></p> <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Working climate and employee motivation</li> <li>• New ideas implemented</li> <li>• Behaviour</li> </ul>	<p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>• Team feedback</li> <li>• Policy influence to all stakeholders</li> <li>• Senior management feedback</li> <li>• Partner feedback</li> </ul>						
<b>PERFORMANCE MEASURES</b>							
<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Customer satisfaction/ service quality</li> <li>• Quality of life in County</li> <li>• Positioning resources for future success</li> </ul>	<p><b>Value for Money</b></p> <ul style="list-style-type: none"> <li>• Resource utilisation (inc benchmarking)</li> <li>• Cost reduction</li> <li>• Service improvement</li> </ul>						

<p><b>Customer and community focus</b></p> <ul style="list-style-type: none"> <li>• Ensures that the organisation’s vision, strategy, values, processes and systems are driven by customer needs</li> <li>• Advocates customer or service user interests throughout the organisation</li> <li>• Focuses resources to deliver value to customers or service users</li> <li>• Empowers communities to participate in decision making about key local public services</li> <li>• Leads the development of strategies that respond to the diverse needs of city, market town and rural localities</li> <li>• Ensures that the organisation’s vision, strategy, values, processes and systems are driven by customer needs</li> <li>• Advocates customer or service user interests throughout the organisation</li> </ul>	<p><b>Delivering results</b></p> <ul style="list-style-type: none"> <li>• Addresses multiple demands without losing focus or energy</li> <li>• Directs efficient and effective use of the resources available</li> <li>• Drives operational and service improvements across the organisation</li> <li>• Realistically estimates the resources required to deliver projects or programmes</li> <li>• Sets challenging objectives to achieve high quality outcomes</li> <li>• Effectively co-ordinates the activities of the whole organisation/business unit</li> <li>• Ensures that service or directorate risks are recognised and dealt with promptly</li> <li>• Reviews assurance framework on a timely basis</li> <li>• Works to develop a risk aware culture across the organisation</li> <li>• Reviews service and directorate risk registers on a timely basis</li> <li>• Conducts workforce planning to meet both current and future objectives</li> <li>• Resolves any organisational issues that are barriers to performance</li> <li>• Focuses both own and others’ energy and time on priorities</li> </ul>	<p><b>Personal impact</b></p> <ul style="list-style-type: none"> <li>• Creates a climate in which people feel confident to exercise their own judgement</li> <li>• Leads on implementing environmental policy through all work areas</li> <li>• Creates a sense of self belief, energy and pride in the organisation</li> <li>• Establishes a positive health &amp; safety culture which actively encourages ownership and accountability at all levels</li> <li>• Creates a culture of inclusivity, regardless of social identity, background, preferences, beliefs, or values</li> <li>• Promotes an appropriate work-life balance across the organisation</li> <li>• Creates an atmosphere of trust and shared commitment</li> <li>• Shapes organisational values and sets a personal example by aligning own behaviour with these</li> <li>• Inspires others to achieve the organisation’s vision</li> <li>• Successfully and confidently handles complex personnel issues</li> <li>• Behaves with integrity, demonstrating clear and appropriate personal values</li> <li>• Demonstrates a clear drive and passion for leading others</li> </ul>
<p><b>Driving change and innovation</b></p> <ul style="list-style-type: none"> <li>• Identifies and recommends alternative service delivery models</li> <li>• Creates a climate where innovation and change can flourish</li> <li>• Anticipates future changes to the wider business environment</li> <li>• Seeks and promotes innovation to take the organisation forward</li> <li>• Produces creative solutions to broad issues</li> <li>• Initiates, drives and supports organisational change</li> <li>• Provides support to employees during periods of change and uncertainty</li> <li>• Encourages open discussion and debate across all levels of the organisation about changes ahead</li> </ul>	<p><b>Making decisions</b></p> <ul style="list-style-type: none"> <li>• Consults with representative groups when formulating strategy</li> <li>• Involves other agencies in order to make effective decisions</li> <li>• Ensures effective decision making processes are in place throughout the organisation</li> </ul>	<p><b>Team, matrix and partnership working</b></p> <ul style="list-style-type: none"> <li>• Establishes effective working relationships with people across different levels and functions of the organisation</li> <li>• Celebrates organisational successes</li> <li>• Forms strategic partnerships for the benefit of both the organisation and the community</li> <li>• Acknowledges other people’s contributions by encouraging them to take credit for their own work</li> <li>• Is approachable and supportive in their dealings with others</li> <li>• Resolves conflict and friction where it occurs</li> <li>• Supports the activities of cross-functional and multi-organisational teams</li> <li>• Builds an effective management team with complementary strengths</li> </ul>
<p><b>Communicating and engaging effectively</b></p> <ul style="list-style-type: none"> <li>• Promotes the role of the organisation within the wider community</li> <li>• Ensures that relevant and reliable information about the organisation’s customers is openly shared with the appropriate stakeholders</li> <li>• Shapes communication strategies to take into account city, market town and rural localities</li> <li>• Expresses complex issues and information clearly, using appropriate language</li> <li>• Develops policies, strategy and a culture which support open communication</li> <li>• Communicates appropriately with the media</li> <li>• Successfully uses negotiation skills and tactics to move the agenda forwards</li> </ul>	<p><b>Building capability</b></p> <ul style="list-style-type: none"> <li>• Creates a culture of continuous learning and development</li> <li>• Responds positively to constructive feedback on themselves or the organisation</li> <li>• Creates opportunities for the organisation to develop new capabilities</li> <li>• Proactively identifies and encourages talented individuals</li> <li>• Assesses the organisation’s capabilities and development needs</li> </ul>	<p><b>Organisational, commercial and political awareness</b></p> <ul style="list-style-type: none"> <li>• Actively scans the external environment to spot future opportunities and threats to the organisation</li> <li>• Relates to national and local political drivers to inform strategic corporate thinking</li> <li>• Monitors compliance with legislation and professional and organisational codes of conduct</li> <li>• Forges strong working relationships with high level stakeholders (e.g., Elected Members, Non-Executives and representative bodies)</li> <li>• Works with elected members to ensure strong and visible leadership and direction</li> <li>• Leads the development of workable strategies to deliver the political objectives set by the councillors.</li> <li>• Demonstrates a sound understanding of political drivers and central government procedures and their relationship to public services</li> <li>• Contributes significantly to the strategic financial planning process</li> <li>• Proactively reviews the strategy and direction of the organisation or department</li> </ul>

**Organisation competencies for this role**

