

EMPLOYMENT COMMITTEE

FRIDAY 11 OCTOBER 2013
2.00 PM

Forli Room - Town Hall

AGENDA

Page No

1. Apologies for Absence

2. Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Exclusion of Press and Public

In accordance with Standing Orders, Members are asked to determine whether agenda item 5, Proposal to Review the Senior Manager Pay Scale, which contains exempt information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority, as defined by Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when this report is discussed or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption.

4. Senior Management Restructure - Proposed Job Descriptions and Job Evaluation Process **3 - 40**

5. Proposal to Review the Senior Manager Pay Scale **41 - 52**



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

Committee Members:

Councillors: Lamb (Chairman), Holdich (Vice Chairman), Walsh, Fitzgerald, Khan, Swift and Sandford

Substitutes: Councillors: Cereste, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – gemma.george@peterborough.gov.uk

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
11 OCTOBER 2013	PUBLIC REPORT

Contact Officer(s):	Gillian Beasley, Chief Executive	Tel. (01733) 452390
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SENIOR MANAGEMENT RESTRUCTURE: PROPOSED JOB DESCRIPTIONS AND JOB EVALUATION PROCESS

R E C O M M E N D A T I O N S	
FROM : Chief Executive	
<p>It is recommended that Employment Committee agrees the proposed job descriptions for the revised and newly created posts resulting from the senior management restructure (Appendix 1).</p>	

1. ORIGIN OF REPORT

This report follows the initial paper submitted to Employment Committee on 27 September 2013 by the Chief Executive regarding the senior management restructure. It provides further detail in relation to the job descriptions for those posts which form part of the restructure.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Employment Committee with the opportunity to ensure that all roles, which have either been newly created or revised as a result of the senior management restructure proposal, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service, and determine terms and conditions of employment'.
- No. 2.3.1.5 'To consider, and recommend appropriate actions where necessary in response to executive proposals relating to: (a) changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. BACKGROUND

4.1 Process for Creating / Amending Job Descriptions

- 4.1.1 The senior management restructure proposed by the Chief Executive led to the creation of 4 new posts and the revision of 4 existing posts within the senior management structure.
- 4.1.2 Detailed job descriptions were written for the following newly-created posts:
- Director of People
 - Director of Place
 - Director of Governance
 - Head of Corporate Property and Children's Resources
- 4.1.3 In addition, job descriptions for the following existing posts were amended, to accurately reflect any changes in the posts as a result of the proposals:
- Chief Executive
 - Executive Director Resources
 - Executive Director Children's Services
 - Executive Director Adult Social Care and Health and Wellbeing
- 4.1.4 The job descriptions were written by the Head of Human Resources using a standard template to ensure consistency and to facilitate the evaluation process.
- 4.1.5 Careful consideration was given to the competencies required at both the Executive and Service Director level, resulting in the creation of a number of generic competencies across all job descriptions at this level in relation to leadership and performance, risk and financial management. In addition, the job descriptions identify common skills and experience, which are deemed necessary to operate successfully at a senior level within Peterborough City Council.
- 4.1.6 Job descriptions were then reviewed and approved by the Chief Executive and shared with the relevant portfolio holder in accordance with Part 3 Section 2.3.3.11 of the Constitution before being submitted for approval to Employment Committee.
- 4.1.7 Please refer to Appendix 1 for the job descriptions, which form part of the senior management restructure.

5. JOB EVALUATION PROCESS

- 5.1 The grading of posts at Head of Service level and above at Peterborough City Council is determined by reference to the Hay Group Job Evaluation Method, which is applied to determine the relative size and importance of jobs within the Council as well as their difficulty.
- 5.2 Under the Hay job evaluation method, each post is evaluated on its own merits, taking into consideration the context, organisation, reporting structures, relationships with other roles and the way in which the job operates within its environment. Roles are compared through an iterative process to create a rank order within an organisation.
- 5.3 The Hay evaluation method is based on measuring 3 factors; Accountability, Know-How and Problem Solving.
- 5.4 Accountability measures the impact of the job and the constraints on the post holder in terms of taking independent action. There are 3 dimensions within Accountability: Freedom to Act, Scope and Impact.
- 5.5 To achieve the accountabilities of the post, the post holder needs Know-How. This factor measures the total knowledge and skills developed by job experience and training, which the job holder needs in order to perform the job in a fully acceptable way. There are 3

dimensions within Know-How: Technical / Specialised Skills, Managerial Skills and Human Relations Skills.

- 5.6 Problem Solving refers to the use of Know-How to identify, delineate and resolve problems to achieve results. This factor measures the level of complexity of thinking involved when the job holder applies Know-How to get the job done and consists of 2 dimensions: Thinking Environment and Thinking Challenge.
- 5.7 During the evaluation process, the job content is analysed relative to each factor and is represented by a numerical value. These factor values are then totaled to determine the overall job size, providing an overall point score for each post.
- 5.8 The relative proportions of Accountability, Know-How and Problem Solving that make up the job determine its 'shape' or profile.
- 5.9 To ensure the independence and accuracy of the evaluation process, all job descriptions will be evaluated and validated by the Hay Group using the aforementioned Hay Group Job Evaluation Method.
- 5.10 All financial data for the job descriptions has been provided by the Head of Strategic Finance.
- 5.11 Once the initial evaluation process has been undertaken by an accredited Hay evaluator, the job evaluation outcomes are then reviewed by a separate Public Sector Specialist within the Hay Group, to ensure consistency and accuracy in the evaluation process and to validate the outcomes.

6. JOB EVALUATION OUTCOMES

- 6.1 The draft job descriptions in Appendix 1 have been reviewed by Hay to provide an indicative point score. The point scores will not be finalised until the job descriptions are agreed by Employment Committee and any recommended changes are implemented.
- 6.2 Once Hay have confirmed the evaluation outcomes, the scores will be shared with the post holders, who will have the right to appeal should they be dissatisfied with the outcome.
- 6.3 Should a post holder wish to formally appeal their job evaluation outcome, the appeal will be heard by a panel consisting of Employment Committee, a Trade Union representative and a relevant representative from the business.
- 6.4 A separate proposal has been submitted to Employment Committee (Agenda Item 2) to consider consultation on the revision of the Senior Manager Pay Scale. If agreed, the revised pay scale would be applied to determine the remuneration of the posts in Appendix 1.

7. IMPLICATIONS

- 7.1 This paper deals with the top tier of senior management posts within the Council however the Chief Executive will review all senior manager posts in the Council, which are currently evaluated on Hay.
- 7.2 Further job descriptions for second tier posts will therefore be submitted to Employment Committee for review and approval. It is anticipated that the review of all senior manager posts, which are not subject to restructuring proposals, will have been completed by December 2013.
- 7.3 Human Resources will work with the business during this review process to determine relevant job titles, which accurately reflect the responsibilities and level of posts within the Council.

8. CONSULTATION

- 8.1 No unions are recognised for collective bargaining purposes for senior managers however the trade unions have been notified and those staff impacted by the proposals have been consulted with individually and in accordance with Council policies, as part of the senior management restructure.
- 8.2 Directors and Heads of Service have had the opportunity to provide feedback on the senior management restructure proposals and this feedback has shaped the Chief Executive's conclusions, including the content of the job descriptions.
- 8.3 Advice was also sought from Public Health England regarding the post of Executive Director Adult Social Care and Health and Wellbeing and the job title (originally Director of Adult Social Care and Public Health) was revised in accordance with their guidance.

9. ANTICIPATED OUTCOMES

- 9.1 The Council will have detailed job descriptions in place for its senior management team, which clearly define the scope of the role and the associated accountabilities and responsibilities as well as the knowledge, skills and experience required on the part of the post holder to successfully perform in the role.
- 9.2 The Council can be reassured that a rigorous job analysis and evaluation process will be undertaken in relation to the grading of the senior management posts considered in this paper. This process will be extended to all senior manager posts.
- 9.3 Through the implementation of an independent and rigorous job evaluation process, the Council can demonstrate credibility, discipline and fairness in managing its resources and will be able to maintain equity within its compensation processes.

10. REASONS FOR RECOMMENDATIONS

- 10.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 Consideration was given as to whether job descriptions needed to be reviewed and re-evaluated for existing posts within the senior management team. As there were significant changes in some of these posts, it was agreed that failure to revise and re-evaluate these job descriptions could lead to inconsistencies and inequalities.
- 11.2 Consideration was given as to whether the Hay job evaluation process was still the most appropriate methodology for determining the value of jobs within the Council. Thought was given to adopting the Local Government Association job evaluation process. It was however determined that the Hay system remained an appropriate evaluation mechanism, with the scope to assess the wide range of roles across the Council and the facility to benchmark these against relevant comparator organisations.

12. BACKGROUND DOCUMENTS

- 12.1 JNC Chief Officer Handbook
- 12.2 Peterborough City Council Pay Policy Statement 2013/14.

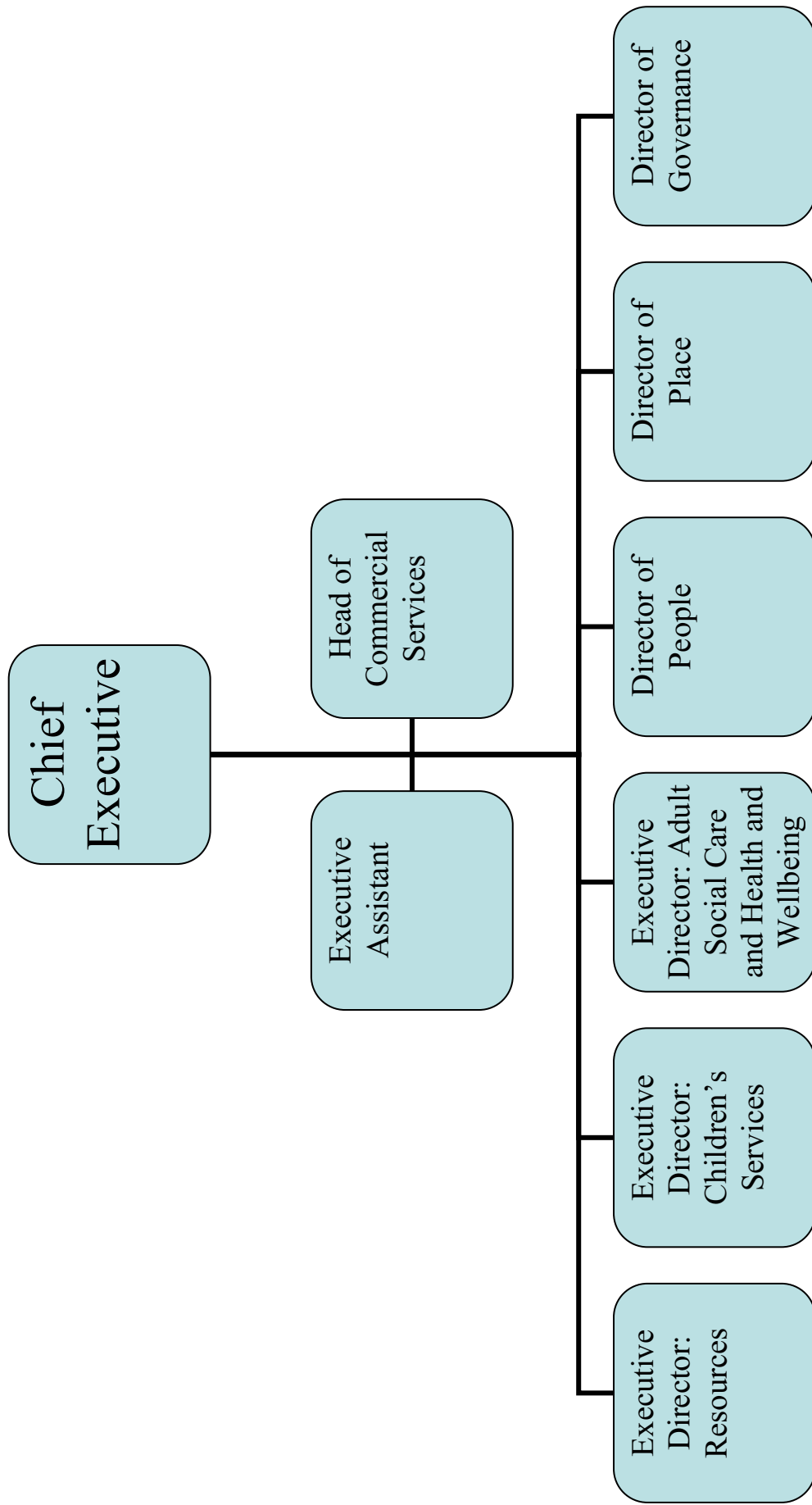
13. APPENDICES

- Appendix 1: Job Descriptions

APPENDIX 1: SENIOR MANAGER JOB DESCRIPTIONS

- CHIEF EXECUTIVE
- EXECUTIVE DIRECTOR RESOURCES
- EXECUTIVE DIRECTOR CHILDREN'S SERVICES
- EXECUTIVE DIRECTOR ADULT SOCIAL CARE AND HEALTH AND WELLBEING
- DIRECTOR OF PEOPLE
- DIRECTOR OF PLACE
- DIRECTOR OF GOVERNANCE
- HEAD OF CORPORATE PROPERTY AND CHILDREN'S RESOURCES

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Job Description

JOB TITLE: CHIEF EXECUTIVE

REPORTS TO: FULL COUNCIL

Job Purpose

As Chief Executive to be responsible for the effective management of the authority, for providing advice to the Leader of the Council, Cabinet, the Group Leaders, the Council and where appropriate individual Members in the identification and development of key strategic policy objectives and priorities.

To decisively lead the Corporate Management Team, the Senior Management Team in Departments and staff to deliver the Council's vision, values and objectives in a coordinated, corporate approach.

To ensure that all the resources within the Council's remit are used effectively and in a coordinated way to deliver excellent customer service to all those who work, live in or visit the City.

To act as an ambassador for the Council to ensure it is fully engaged in a working partnership with its stakeholders and communities to fulfill its community leadership role.

To act as Head of the Council's Paid Service.

Organisation

The post holder is responsible for the direct management of 3 Executive Directors, 3 Directors, 1 Head of Service and an Executive Assistant. Please refer to the attached structure chart, which sets out the applicable reporting structure.

The post holder is ultimately responsible for approximately 7,000 staff, of which over 5,000 staff are employed in schools.

The post holder is responsible to the Council (57 Councillors), the Leader and Cabinet for the identification and development of key policy objectives and priorities and the delivery of those objectives and priorities through programmes and projects.

The post holder is responsible for the overall performance of the Council ensuring proper financial management of the Council's budget (revenue budget of £380m and additional capital budget of £250m in 2013/14, £630m in total), that financial controls are properly applied, that there is proper risk management of all of the Council's activities and that there is proper governance and decision making for all the Council's decisions.

Principal Accountabilities / Responsibilities

- To head the Council's paid service and to act as the principal adviser on policy and strategy, ensuring that the resources (including legal, finance, people and technology) are effectively deployed to those ends.
- To lead the organisation to ensure the highest quality of services for Peterborough residents, setting a clear framework and achieving rapid and effective implementation.
- To ensure that the Council has the capacity to develop and respond innovatively to new challenges whilst ensuring that the highest standards of financial, legal and ethical probity are

maintained.

- To ensure that the organisation is able to implement and consolidate new initiatives in order to maximise organisational capability.
- Ensure effective performance management systems are in place, regularly assessing the health of the organisation and its corporate effectiveness through the process of setting targets, performance standards and regular review.
- Work with elected members and staff to ensure the authority adopts a proactive response to the external challenges from central government and other bodies.
- Lead and develop a strong and co-ordinated Corporate Management Team.
- Ensure the efficient and effective co-ordination of the Council's programme and policies across all services and the integration, deployment and development of the Authority's resources to meet agreed objectives.
- Manage the interface between Members and Senior Officers, maintaining the essential Member/Officer partnerships and establishing appropriate systems and processes.
- Provide leadership to develop and maintain effective partnerships with other public and private sector bodies, businesses and community groups to improve the quality of life for Peterborough citizens.
- Act as an advocate on behalf of the Council so as to ensure that the Council's documents, policies and achievements are understood by all of the community, the media, local industry and central government in order that the Council's actions are understood.
- Lead upon and ensure that the evolving, underlying culture of the organisation supports the drive to develop all employees in a learning environment, in order to maintain continuous improvement in the quality of services.
- To value diversity and ensure equality of opportunity both within the Council and in all areas of service provision.
- To represent the Council on formal occasions, undertake the necessary Civic duties as appropriate.
- To act in the capacity of Returning Officer for Local, Parliamentary and European elections.
- To ensure that the Council can respond effectively in the event of an emergency.
- To ensure that effective action is taken to investigate and rectify any irregularity or suspected irregularity affecting the Council.
- Establish and maintain effective relationships with major organisations and agencies based in Peterborough or intending to move to Peterborough, and also other local authorities and Central Government Departments.

Job Knowledge

- Qualified to degree level or equivalent with a record of continuous professional development in both management and leadership.
- A thorough understanding of the workings of local government including knowledge of major legislative issues and challenges facing local government and of service delivery.
- An in-depth knowledge of key equality issues and an ability to promote good practise.

Experience

- Substantial experience of delivering major complex projects that are high profile and face a high degree of external challenge and risk, ensuring delivery on time and within budgets.
- A proven track record of promoting the reputation of an organisation with its stakeholders and the media.

- Experience of building effective and productive working relationships with senior managers and staff.
- Experience of leading and motivating a team of senior professional managerial staff to a high level of achievement.
- Substantial experience and demonstrable success in change and improvement management, managing a diverse range of services and translating organisational ambitions into real achievements that benefit service users.
- Successful record of establishing and maintaining a strong performance culture, effective performance and service quality evaluation that involves users and driving up standard and performance.
- Significant involvement in the preparation, management and control of large complex budgets.
- Substantial experience of working with elected Members in a political environment.
- Experience of working with Central Government, Civil Servants, Secretary of State and Ministers and generally working at a national level.

Skills

- Outstanding interpersonal skills with the ability to relate to a wide range of audiences in a manner that inspires respect, trust and confidence.
- Personality, conduct and creditability that engages and commands the confidence of Councillors, senior managers, staff, local communities, external partners/organisations and other stakeholders.
- A strong, inspirational and motivating leader.
- Strong negotiating skills.
- High level of analytical skills and a proven record of problem solving at the highest level.
- Decisive with a local approach to decision making.
- Strong commitment to driving a performance culture and accountability.
- Advocate of equality and diversity and dignity and respect in the work place.
- An effective, highly visible leader and manager with an approachable style.
- An aptitude for strategic problem solving and decision making with the ability to produce practical and creative solutions.
- A strong lateral thinker, able to manage a complex multi-disciplines organisation.
- Innovate and resourceful in linking the Council's vision with a coherent framework of policies.
- Ability to communicate effectively and knowledge of how to improve communication in a large organisation.
- High levels of political awareness and understanding and able to translate that into delivering the political administration agenda.
- Robust and resilient and able to work in a challenging and complex environment to tight deadlines.
- Ability to listen, work with and respond to the needs of the community and focus on structuring services around these needs.
- High motivation and personal drive to achieve results.
- Adaptable and flexible in approach and open to new approaches and ideas.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the

Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: EXECUTIVE DIRECTOR RESOURCES

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To act as the Council's Chief Finance Officer (s151 officer) and lead the delivery of high quality financial advice and support to the Council's officers and members. In addition to lead the delivery of wide range of services through strategic partnerships, internal teams and external company appointment.

To be a fully participating member of the Council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

Organisation

This Executive Director Resources is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The post holder will be responsible for approx. 322 staff including Strategic Finance, Strategic Client Services, Internal Audit, Westcombe Engineering, Customer Services and Children's Resources and Corporate Property.

The post holder is directly responsible for a revenue and capital budget of approximately £485m in 2013/14 for the Resources department.

In addition, the post holder is also responsible for the whole of the Council's budget (revenue budget of £380m and additional capital budget of £250m in 2013/14, £630m in total), as it is the post holder's responsibility to ensure that expenditure against it follows proper rules of financial accounting, and by advising on appropriate routes of approval for expenditure, procurement options, approval of exemptions from contract standing orders, and so on.

The post holder will have 3 direct reports.

Principal Accountabilities / Responsibilities

- To fulfil all the statutory duties and responsibilities of the authority's s151 officer.
- To ensure the provision of high quality financial advice to officers and members to enable them to achieve corporate priorities, and in particular support to Cabinet members and CMT colleagues in this context
- To be the Council's lead financial adviser and ensure provision of timely and pragmatic financial advice which is solutions driven, and incorporates a thorough understanding and assessment of risk – particularly on a range of high profile, high risk, "cutting edge" projects.
- To act as Managing Director of Blue Sky Peterborough Ltd, the Council's wholly owned Energy Services Company.
- To lead on the delivery of a wide range of renewable energy projects, including high risk projects such as the country's first Energy Performance Contract (EnPC), solar farms and wind farms.

- Delivery of the Energy from Waste facility.
- Initiation and delivery of British Gas Strategic partnership.
- To personally advise Council and Cabinet meetings and other meetings as required.
- To translate the Council's strategic priorities into appropriate service plans for Strategic Resources and oversee the execution, review and improvement of these plans.
- To ensure health and safety responsibilities are fulfilled.
- To ensure emergency resilience plans are effective.
- To lead on liaison with external auditors.
- To maintain effective liaison with relevant government departments: CLG, DECC, Home Office, BIS etc.
- To act as Deputy Returning Officer.
- To ensure an effective response is developed to national policy and legislation.
- To be a member of the SERCO and Enterprise Strategic Partnership Boards.
- To represent the council on outside organisations such as Society of Municipal Treasurers, Unitary treasurers, East of England Finance Directors, localisation of council tax benefit steering group, public health funding group, LGA spending review group etc.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- To ensure that all areas of the service meet the customers' needs and deliver services to the highest standards (where appropriate as assessed by external auditors).
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- To manage risk, ensuring full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Job Knowledge

- Qualified accountant including membership of relevant CCAB bodies (as set out in Local Government Finance Act).
- Relevant professional CPD.
- Relevant leadership/management qualification.
- Excellent knowledge of renewable energy generation and energy efficiency.
- Thorough knowledge and understanding of local government and of statutory and governance frameworks.
- A good understanding of the contemporary public change agenda.
- Knowledge of implementing performance management systems to meet Council objectives and performance targets, whilst handling a diverse and complex workload.

Experience

- A successful track record and background of consistent achievement as a senior manager of financial and other support services within a large and complex multi-disciplinary organisation.
- Proven track record of leading and making a contribution to strategic decision making, resource allocation and to policy formulation and delivery
- Demonstrable track record of formulating, leading and implementing change and strategies and programmes which cross service or professional boundaries through the delivery of major projects.
- Experience of delivering major complex projects that have a high degree of external facing challenge or resistance, and ensuring delivery on time and within budget and outcomes.
- Experience of successfully working with a wide range of stakeholders.
- Significant experience of transformation and strategic sourcing
- Evidence of successful multi-agency and partnership working.
- Substantial experience of managing change, motivating staff and developing effective teams working towards a positive working culture
- Demonstrable track record of effective decision making, policy formulation and project delivery.
- Evidence of personal commitment to diversity in the workplace or in the shaping of service outcomes.
- Demonstrable track record of performance management and of having established a performance-focused, problem solving culture.
- Experience of working with elected members / working in a political environment
- Experience of working at a national level.

Skills

- Outstanding interpersonal skills with the ability to relate to a wide range of audiences in a manner that inspires respect, trust and confidence.
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- An innovator and motivator, who can provide inspirational leadership, which encourages commitment from others and promotes a positive, motivated organisational culture.
- Highly developed networking, advocacy, oral, written and presentation skills, which are clear, persuasive and influential with others.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.

- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Ability to lead and manage high quality, responsive and cost effective services, both directly and through partnerships where appropriate.
- Ability to communicate and secure working relationships and develop those in a way which enables service users to take a greater part in decision-making.
- Ability to work with local partners to develop joint strategies for implementing government requirements and local services.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: EXECUTIVE DIRECTOR CHILDREN'S SERVICES

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To operate as a Corporate Director and the statutory Director of Children's Services as required by the Children Act 2004, being responsible for:

- The professional leadership, strategy and effectiveness of local authority children's services.
- Securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers.
- The performance of local authority functions relating to the education and social care of children and young people, ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself.

To be the Chief Education Officer for the Council, ensuring that all statutory obligations in relation to educational services are fully discharged.

To be a fully participating member of the Council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

Organisation

The Executive Director Children's Services is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The post holder will be responsible for approx. 420 staff across Safeguarding Families and Communities, School Improvement, Special Educational Needs / Inclusion and the Pupil Referral Service.

The Executive Director Children's Services will have ownership of the full Children's Services budget (£52m gross plus a capital programme averaging £22 m per year), sharing budget responsibility with the Director of People for those services which are delivered operationally within the People directorate.

The role will be supported by an Assistant Director, Safeguarding Families and Communities and an interim Head of Education.

Principal Accountabilities / Responsibilities

- Ensure that the Council's aims, strategies and achievements are understood by, and engage, the community, local industry and commerce, regional leads, local MPs and central government to

help PCC meet its objectives and to ensure effective reputation and relationship management.

- Lead, direct and deliver PCC services for children including its schools and social care workforce whilst developing and promoting the Council's vision for these services.
- Promote and lead the development of effective partnership arrangements for children and young people and their families.
- Ensure that there are clear and effective arrangements to protect children and young people from harm.
- Be a member of the LSCB and account for the effective working of the LSCB.
- Work with partners to promote prevention and early intervention and offer early help so that emerging problems are dealt with before they become more serious.
- Put in place effective corporate parenting arrangements for looked after children with an emphasis on improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care.
- Ensure that disabled children and those with special educational needs (SEN) can access high quality provision that meets their needs and fund provision for those children with statements of SEN.
- Be a member of the health and wellbeing board, and drive the development of the local Joint Strategic Needs Assessment (JSNA) and joint health and wellbeing strategy.
- Ensure arrangements are in place for alternative provision for children outside mainstream education or missing education.
- Ensure fair access to all schools for every child in accordance with the statutory School Admissions and Schools Admissions Appeal Codes and ensure appropriate information is provided to parents.
- Ensure provision for suitable home to school transport arrangements.
- Promote high quality early years provision, including helping to develop the market, securing free early education for all 3 and 4 year olds and for all disadvantaged 2 year olds, providing information, advice and assistance to parents and prospective parents.
- Ensure there is coherent planning between all agencies providing services for children involved in the youth justice system.
- Develop a robust school improvement strategy and take rapid and decisive action in relation to poorly performing schools.
- Develop and foster relationships with government, professional bodies and other organisations. Represent and promote PCC's interests influencing national and international policy.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed, pushing boundaries

to improve efficiency, provide value for money and achieve new ways of working.

- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Job Knowledge

- Qualified to degree level or equivalent by experience in social work or education.
- A relevant management or professional qualification and membership of a relevant professional body are desirable.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the provision and management of children's services, particularly the national political context within which it operates and the current challenges and opportunities.
- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.

Experience

- Extensive operational experience in Children's Services.
- A proven track record at senior management level of successfully leading and meeting targets in a complex stakeholder environment (either in local government or other large and complex organisations).
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services to children and young people.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.

- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: EXECUTIVE DIRECTOR ADULT SOCIAL CARE AND HEALTH AND WELLBEING

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To lead, develop, manage and direct Adult Social Care and Public Health ensuring the highest possible quality of service is delivered within the resources available and that all services promote independence, choice and engagement of people with care needs within their communities.

To be a fully participating member of the Council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the Council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

Organisation

The Executive Director for Adult Social Care & Health and Wellbeing is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The post holder will be responsible for approx. 316 staff across Care Services Delivery, Mental Health and the Public Health Client team.

The Executive Director for Adult Social Care and Health and Wellbeing will have ownership of the full Adult Social Care and Public Health budget (£65 m), sharing budget responsibility with the Director of People for those services which are delivered operationally within the People directorate.

The appropriate reporting structure underneath the Executive Director for Adult Social Care and Health and Wellbeing will be determined following appointment to the post however it is anticipated that there will be up to 3 direct reports, including the appointment of a Director of Public Health.

Principal Accountabilities / Responsibilities

- To assume statutory responsibilities as the Director of Adult Social Care and line-manage the Director of Public Health and discharge the functions of the Authority as listed in Schedule 1 or the Local Authority Social Services Act 1970 and Section 73A(1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012.
- To provide strong, forward-thinking and positive leadership and management of people, financial resources and partnerships in order to deliver ever-improving performance relating to the functions for which the post holder has lead responsibility, including:
 - Adult Social Care.
 - Health and wellbeing, including Public Health.
 - The delivery of safe and effective outcomes for externally commissioned support.
- To take strategic responsibility (and hold the Director of Public Health operationally accountable) for developing a clear, target long term strategy that ensures health and social care, education, housing, jobs and economic policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing.
- To take strategic responsibility (and hold the Director of Public Health operationally accountable)

for minimising the adverse effects of demographic change and potential threats from poor health on the long term competitiveness of the city of Peterborough. The challenges of a growth in numbers of older people and people with disabilities will require a medium term strategy.

- To lead on and ensure surveillance and assessment of the population's health and wellbeing.
- To assess evidence of the effectiveness of health and healthcare interventions, programmes and services.
- To lead on policy and strategy development and implementation for Adult Social Care, commissioning and public health
- To provide leadership and ensure collaborative working with multi agencies relating to public health.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the provision and management of Adult Social Care services and Health, particularly the national political context within which it operates and the current challenges and

opportunities.

- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.

Experience

- Extensive experience and proven track record at senior management level of management of Adult Social Care and Health and wide corporate management responsibilities at a senior level including financial responsibilities for large and complex budgets.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.

- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: DIRECTOR OF PEOPLE

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To commission all adult social care, public health, children and family services and community safety cohesion ensuring that services (including in-house provision) are procured and delivered within budget, council and national policies and frameworks.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

Organisation

The Director of People is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The post holder will be responsible for approx. 510 staff including Children's Services Strategic Commissioning and Prevention, Neighbourhoods (including Public Health) and Adult Social Care Strategic Commissioning.

The Director of People will be responsible for a gross budget in the region of £83m. There will be a joint and shared responsibility with the Executive Director Children's Services and the Executive Director Adult Social Care and Health and Wellbeing for those services which are delivered operationally within the People directorate.

The appropriate reporting structure underneath the Director of People post will be determined following appointment to the post.

Principal Accountabilities / Responsibilities

- Support the Chief Executive in developing the overall people strategy in conjunction with the political direction as determined by the Council.
- Lead and direct the development of a broad strategic commissioning framework that shapes future collaboration, contracting and procurement requirements and plans and manages the market in Peterborough to deliver services for the people of Peterborough.
- Working closely with the Executive Directors for Adult Social Care and Health and Wellbeing and Children's Services, be responsible for developing the Joint Strategic Needs Assessment (JSNA) and Health and Wellbeing Strategy.
- Prepare and implement the People Commissioning Strategy and Business Plan and contribute, as appropriate, to other relevant strategic policies and plans ensuring effective commissioning systems are in place to deliver excellent outcomes for all people.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings across the Council, including contract budgets for People Services and pooled budgets where appropriate.
- Lead the People Partnerships ensuring effective collaboration and commissioning within

Community, Prevention and Early Intervention, Re-ablement and Specialist services providing leadership, professional responsibility and accountability for the effectiveness, sufficiency, sustainability and value for money of people services.

- Develop and implement a commissioning framework to drive the delivery of improved outcomes and value for money, including; needs assessment, service user voices and other stakeholders, resource envelope, levels of commissioning, activity effective interventions, community and market engagement and management to promote a coherent, innovative and effective development agenda for commissioning in people services.
- Ensure a strategic approach to early help and prevention through specialist and early intervention services and re-ablement contracting activity, developing services through contract specifications, involving service providers and other stakeholders and ensure effective management, and monitoring of people services contracts, to deliver effective outcomes.
- Ensure effective People Partnership and collaborative arrangements and champion the people's agenda within the Health and Well Being Board and other relevant partnerships within the Council and wider Peterborough landscape.
- Lead on community, private, voluntary and independent sector engagement promoting and developing capacity to deliver effective People Services within the sector.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for People Services and pooled budgets where appropriate.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the provision and management of people services, particularly in the effective commissioning of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- An understanding of NHS strategic policy changes and drivers and particularly the role of Clinical Commissioning Groups is desirable.

Experience

- Extensive experience and proven track record at senior management level of successfully commissioning people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Evidence of developing and encouraging innovative ideas to drive improvement in the commission of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners

and the wider community.

- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: DIRECTOR OF PLACE

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To lead a high quality team delivering sustainable growth and regeneration through leadership and strategic management of council services and strategic commissioning of services and projects.

To successfully deliver the Environment Capital agenda.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees

Organisation

The Director of Place is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The Director of Place is accountable for the commissioning and performance management of Opportunity Peterborough, the Peterborough Delivery Partnership and highway services providers and has strategic responsibility for a wide range of growth, infrastructure, regulatory and environmental services.

The post holder will be responsible for approx.166 staff including Planning, Transport and Engineering Services and Growth and will be responsible for a gross budget in the region of £20 m with a capital budget for 2013–14 of £37 m.

This post has 6 direct reports and has a broad customer base across the public, private and third sectors.

Principal Accountabilities / Responsibilities

- Ensure that the Directorate and its partner commissioned services have clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the Council's strategic and statutory lead on all directorate issues, including the council's statutory role as Local Planning Authority and Local Highway Authority, delivering innovative and high quality services.
- Act as principal policy advisor on planning, housing, transport and environment strategy, providing clear and objective advice to members on matters of policy including the development / implementation of appropriate strategies to meet the Council's statutory obligations (Local Plan, Local Transport Plan, Trees and Woodland Strategy, Biodiversity Strategy, Environment Capital Strategy etc.).
- Take strategic responsibility and provide overall leadership for the delivery of growth and regeneration, including the client management of Opportunity Peterborough and the Peterborough Delivery Partnership.
- Act as the Council's client for the delivery of skills, marketing and growth services and projects delivered by Opportunity Peterborough and the Peterborough Delivery Partnership, to ensure that

projects and initiatives are delivered on time and within budget, and in accordance with the Council's policies and procedures.

- Work with internal and external partners to lead Peterborough's growth agenda for the Council by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Promote inward investment and working as part of the Local Enterprise Partnership, fostering healthy working partnerships with the business sector and potential developers and investors.
- Ensure that all the Council's statutory obligations relating to planning, building control, transport, the environment and climate change are met.
- Direct the work of the directorate to deliver the Environment Capital agenda including the Council's carbon management plan.
- Maintain strategic oversight and leadership of highway, home to school and passenger transport services and ensure high standards of performance are met across these services and contracts.
- Lead the delivery of the Council's public realm strategy, and transport and housing capital programmes.
- Maximise income from Section 106 agreements, Community Infrastructure Levy and external grants to deliver new infrastructure
- Promote conservation of Peterborough's built heritage and natural environment assets.
- Develop and foster relationships with Government, professional bodies and other organisations to represent and promote the Council's interests, influencing national and international policy.
- To actively engage in partnership working at regional, national and international level to raise Peterborough's profile and draw down funding.
- Champion the Council and GPP vision, direction and achievements internally and externally engaging with employees, politicians, partners, businesses, regional and national stakeholders, and build strong relationships to represent the interests of the council and Peterborough as a whole. Ensure effective reputation and relationship management.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.

- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- To commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the Council.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable. This would include but is not limited to a BA/BSc in Town Planning or related disciplines, Post Graduate, Masters or Diploma in Planning, RICS and / or RTPI qualifications or Chartered Engineer, Post Graduate qualification in Traffic Management or Transport Planning.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the council's full range of statutory functions as Local Highway Authority and Local Planning Authority.

Experience

- Evidence of successfully working in a senior management role across a number of disciplines, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted development proposals and projects within a complex, political, multi discipline, multi-cultural environment.
- Extensive experience of delivering growth, regeneration and infrastructure and of negotiating and influencing over a wide range of service and corporate issues.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Practical experience of working in at least three of the following areas is desirable: -
 - customer-facing service operations.
 - service improvement programmes.
 - planning.
 - transport.
 - regeneration.
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into

delivering the agendas of the administration and winning the confidence of elected members.

- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: DIRECTOR OF GOVERNANCE

REPORTS TO: CHIEF EXECUTIVE

Job Purpose

To lead a high quality team delivering a broad range of governance and regulatory services to the Council, including legal and governance advice and support to the Council's Members.

To act as the Council's Monitoring Officer.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

Organisation

The Director of Governance is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team

The post holder will act as the Council's Monitoring Officer and most senior legal officer.

The post holder will be responsible for approx. 203 staff including Legal and Governance, Regulatory Services, Human Resources, Communications / Marketing and Performance Management and will be responsible for a gross budget in the region of £8.1 m.

In addition, the post holder is indirectly responsible for the whole of the Council's budget (revenue budget of £380m and additional capital budget of £250m in 2013/14, £630m in total), as it is the post holder's responsibility to ensure that expenditure against it follows proper rules of governance.

It is anticipated there will be up to 7 direct reports.

Principal Accountabilities / Responsibilities

- To fulfil all the statutory duties and responsibilities of the authority's Monitoring Officer.
- To ensure the provision of high quality advice (legal, governance, HR and communications) to officers and members to enable them to achieve corporate priorities, and in particular support to Cabinet members and CMT colleagues in this context.
- To ensure the provision of high quality regulatory and enforcement services, ensuring joined up delivery in a solution focussed environment in line with national best practice and statutory guidelines.
- To provide the Council with a high quality performance management function that enables it to monitor its effectiveness and delivery of its core functions.
- To be the Council's lead legal adviser and ensure provision of timely and pragmatic legal advice which is solutions driven, and incorporates a thorough understanding and assessment of risk – particularly on a range of high profile, high risk, "cutting edge" projects.
- To personally advise Council and Cabinet meetings and other meetings as required
- To organise, support and record Council, Cabinet and Committee meetings, and provide a range

of support to councillors and to the Civic Office, to enable them to fulfil their duties and responsibilities, and contribute positively to the Council and city's image and reputation.

- To ensure that all areas of the service meet the customers' needs and deliver services to the highest standards (where appropriate as assessed by external regulators, e.g. Lexcel accreditation)
- To implement performance management of the teams and secure continuous improvement and efficiencies within diminishing resources and changing demands.
- To translate the Council's strategic priorities into appropriate service plans for the department and oversee the execution, review and improvement of these plans.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Chief Executive as required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Job Knowledge

- Qualified solicitor or barrister with full practising certificate and up to date CPD record, with a minimum of 5 years post qualification experience, or equivalent.
- Thorough knowledge and understanding of local government and of statutory, regulatory and ethical frameworks.
- An understanding of the financial framework governing local authority activities.
- An understanding of the contemporary public change agenda.

Experience

- Evidence of high level of achievement as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Demonstrated ability to advise members on policy options, determine priorities and to communicate a clearly recommended way forward.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Job Description

JOB TITLE: HEAD OF CORPORATE PROPERTY AND CHILDREN'S RESOURCES

REPORTS TO: EXECUTIVE DIRECTOR RESOURCES

Job Purpose

To provide strategic direction and management of all of the Councils' property portfolio, overseeing its commercial investment and portfolios and disposing of assets in line with Medium Term Financial Plan (MTFP) requirements, to meet customer service delivery and investment need requirements.

To provide leadership across the resources portfolio of Children's Services in Peterborough ensuring every child can access a school in the city, transport is provided where appropriate and that the financial aspects of Children's Services and schools are effectively managed.

To be a fully participating member of the Resources Departmental Management Team, driving strategy and performance and identifying and championing the delivery of the Council's vision and strategy with lead politicians, partners, community representatives, DMT colleagues, and all employees.

Organisation

The role is a Tier 2 post reporting directly to the Executive Director of Resources and the post holder is a full member of the Resources Departmental Management Team as well as being a full member of the Children's Services Departmental Management Team.

The post holder will be responsible for approx. 219 FTE staff across Children's Services Finance, Schools and Setting Finance, Schools Infrastructure (assets and school place planning including admissions, home to school planning and PFI scheme), Corporate Property and City College.

In addition, there are 75 schools in Peterborough and the post holder is responsible for head teachers, governors and bursars around schools infrastructure including schools place planning, admissions, transport and their financial management.

The post holder will have 5 direct reports and will be responsible for a gross budget in the region of £142 million.

Principal Accountabilities / Responsibilities for Resources

- To ensure that Children's Services has proper arrangements in place for the administration of its financial affairs, and that the Directorate meets its financial targets in line with the Council's obligations and Medium Term Financial Plan.
- To ensure the financial viability and best use of resources for all maintained schools within the city to maximise outcomes for children (in line with School Standards and Framework Act 1998).
- Provide professional advice to the Director of Children's Services and the Corporate Management Team on the operation of the school admissions arrangements and ensure the Council meets its statutory responsibility under section 84 of the School Standards and Framework Act 1998 to ensure fair access to all pupils to a school in Peterborough.
- To consult and implement the home to school transport policy (under the Education Act 1996)

ensuring fairness of access to free school transport whilst ensuring financial affordability.

- To deliver schools infrastructure requirements including the strategic planning and commissioning of school places to ensure the long term provision of high quality and cost effective educational facilities to meet the demands of residents of the city.
- To be lead officer on the statutory Schools Forum (under Schools Forums Regulations 2012) ensuring resources are properly consulted upon, appropriate policies are initiated and proposals are appropriate for pupils in Peterborough schools
- Oversee the successful role of City College within the City in providing higher, further, general education and training for adults, children and young people including those with learning difficulties. Ensure the college has a good or better Ofsted rating and that funding from the Skills Funding Agency (SFA) is appropriately used to improve community outcomes. Ensure that there is adequate and sufficient adult education learning opportunities in the City more widely.

Principal Accountabilities / Responsibilities for Corporate Property

- To deliver the responsibilities of the Council's Corporate Property Officer, as required in Government guidance about asset management, with responsibility for dealing with strategic property issues at a council level.
- To lead the management, development, performance and continuous improvement of all corporate property related activities including working with partners to maximise benefit realisation.
- To provide accurate, timely and relevant professional and commercial property advice to the Corporate Management Team and Cabinet on legislative and industry changes and best practice / innovative approaches to service delivery.
- To bring together the property and asset functions across the Council to ensure effective strategic management and efficiency and effectiveness in delivery.
- To be responsible for the Corporate Asset Management Plan (AMP) and the Capital Strategy, providing strategic leadership for the review and transformation of the Council's property portfolio to ensure it delivers maximum capital, financial social and community benefits and supports the regeneration of the city.
- To develop and collate management information on Council assets to underpin the AMP and property strategy and identify best practice from other authorities and new initiatives to maximise the value of these assets.
- To develop performance measures on the Council's land and property assets including targets, monitoring, and management and reporting arrangements to report to CMT on a regular basis.
- To lead on the management of the disposal of surplus assets in line with the MTFP.
- Support to the growth agenda through using the Council's assets to meet the corporate objective.
- Establish and lead the Corporate Asset Management Group ensuring proper use of resources and an oversight of all capital spend within the Council.
- To promote high standards of health, safety and welfare, ensuring that the Council complies with statutory requirements and takes full account of the needs of disabled people.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Director of Resources.

Leadership

- Lead the Service Resources and Asset Strategy team, ensuring the effective management the resources of the team (within budget) and the delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common

professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.

- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Executive Director Resources as and when required.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Job Knowledge

- Educated to degree level or equivalent by experience.
- Membership of one of the six chartered accountancy bodies.
- A professional qualification and professional membership in property discipline e.g. Royal Institute of Chartered Surveyors (RICS), Chartered Institute of Building (CIOB) is desirable.
- Thorough understanding of the legislation and regulatory regime regarding education within which local authorities operate and a detailed understanding of future government proposals for reform.
- Knowledge of the principles of good strategic property asset management and an understanding of guidance from government and professional bodies.

Experience

- Extensive experience and proven track record at senior management level of successfully managing complex, multidisciplinary services whilst ensuring sustainable improvement in services.
- Significant experience in schools funding and the ability to influence schools around ensuring resources are appropriately allocated.
- Experience in running a school admissions functions, the Schools Admissions code and statutory requirements and dealing with school appeals.
- Demonstrable experience of successfully leading the development and management of major programmes and projects for the improvement of land and property assets, including developing appropriate targets, monitoring and reporting arrangements.
- Demonstrable experience of meeting local requirements whilst ensuring value for money in relation to property related activities.
- Proven track record of achievement working with a service environment within local government including children's or adult services.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.

- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Relationship and stakeholder management with internal and external partners, particularly schools.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
11 OCTOBER 2013	PUBLIC REPORT This report contains an exempt appendix, not for publication by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Contact Officer(s):	Mike Kealey, Advisor to HR	Tel. (01733) 384500
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PROPOSAL TO REVIEW THE SENIOR MANAGER PAY SCALE

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Employment Committee following a review of the senior management structure at Peterborough City Council undertaken by the Chief Executive.
- 1.2 The review identified that the current pay scale for senior managers had not been reviewed for a number of years and was therefore out of date.
- 1.3 The attached appendix contains a proposal to review the senior manager pay scale at Peterborough City Council.

2. REASONS FOR EXEMPTION

- 2.1 The attached appendix is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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