



Leicester
City Council

MEETING OF THE EMPLOYEES COMMITTEE

DATE: TUESDAY, 13 DECEMBER 2011
TIME: 4:30pm
PLACE: POLITICAL ROOM – ROOM 1.24, 1st FLOOR, TOWN HALL, TOWN HALL SQUARE, LEICESTER

Members of the Committee

Councillors Grant, Palmer, Potter, Russell and Sood.

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

for Director, Democratic Support

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PUBLIC SESSION

AGENDA

1. APPOINTMENT OF CHAIR

To appoint a Chair for the meeting.

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

4. ANY OTHER URGENT BUSINESS

5. SENIOR MANAGEMENT REVIEW 2011 - STRATEGIC AND DIVISIONAL DIRECTORS [Appendix A](#)

The Chief Operating Officer submits a report that seeks the appropriate approval at Member level for the appointment and dismissal process undertaken in connection with the review and indicates the further Member involvement in decisions required in connection with concluding the review. The Employees Committee is asked to agree a number of recommendations set out in paragraph 2 of the report.

Please note that Appendix G will follow as a second despatch of paperwork for the meeting.



Leicester
City Council

EMPLOYEES COMMITTEE

13th DECEMBER 2011

Senior Manager Review 2011 – Strategic and Divisional Directors

Report of the Chief Operating Officer

1. Purpose of Report

- 1.1 This Report seeks the appropriate approval at Member level for the appointment and dismissal process undertaken in connection with this review and indicate the further Member involvement in decisions required in connection with concluding the review.
- 1.2 In accordance with the Council's Constitution and Statutory Provisions/Regulations decisions with regard to the appointment and dismissal of Directors are a matter for the Employees Committee. The Executive (Cabinet) role is with regard to the establishment and review of the Council's overall officer structure. This role is separate to the Executive objection provisions concerning appointments and dismissals of Chief Officers referred to in the Local Authorities (Standing Orders) (England) Regulations 2001.

2. Recommendations

- 2.1 Cabinet is asked to note the report and agree the Senior Management Structure that will be in place once the review has concluded.
- 2.2 Employees Committee is recommended to:
- (i) Note and approve the process being followed concerning appointments and dismissals within the review and its further role in terms of the slotting in process and any required dismissal process.
 - (ii) Agree the proposed new job roles and salary ranges as detailed in Appendix E and paragraph 8.
 - (iii) Agree an implementation date of 2nd January 2012.

- (iv) Note and consider as appropriate the comments of OSMB with regard to the review.
- (v) For the purposes of this review delegate the function of dismissal in relation to complying with the requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 to the Chief Operating Officer.
- (vi) For the purposes of this review, approve the appointment of the Head of Litigation as the Council's Proper Officer with regard to complying with the Local Authorities (Standing Orders) (England) Regulations 2001.
- (vii) Note that for the purposes of the review the Monitoring Officer role in appointing Members to serve on any Employees Committee will be undertaken by the Head of Litigation.
- (viii) Agree that the time period for objections (if any) to be made under the Regulations in the case of any proposals to dismiss any Director is five working days.

3. Report

- 3.1 This report concerns the organisational review of the Senior Management Structure of the Council.
- 3.2 Documents appended to this report are as follows:-

Appendix A	Business Case
Appendix B	Notes of Meeting held with trade unions on 21 st October 2011.
Appendix C	Notes of Meeting held on 28 th October 2011
Appendix D	Notes of Meeting held on 15 th November 2011
Appendix E	Final Structure
Appendix F	Final Job Descriptions
Appendix G	Slotting in list
Appendix H	Equalities Impact Assessment

4. Terms of reference

- 4.1 The Business Case sets out the Terms of Reference, background and original proposals (**Appendix A**) and included draft job descriptions that are available on In-site.

5. Financial Implications

- 5.1 The implementation of these proposals will result in savings of approximately £950K in a full year assuming some funding from the health authority under the health transition arrangements, agreed with the Chief Executive of the City and County PCT.

Senior Management Review Phases 1 & 2

Post Title	Existing structure		New structure		Saving
	posts	£	posts	£	£
Chief Executive	1	229,400	0	-	229,400
Chief Operating Officer / Head of Paid Service	1	184,400	1	167,500	16,900
Strategic Directors	4	485,100	3	391,700	93,400
Enhanced Divisional Directors	3	388,200	0	-	388,200
Divisional Directors	17	2,188,400	15	1,677,200	511,200
City Officer	0	-	2	90,900	(90,900)
Total	26	3,475,500	21	2,327,300	1,148,200

Notes:

- i) 50% of one existing Strategic Director is externally funded
- ii) The existing structure includes vacant posts
- iii) The new structure is costed at the top of the grade and includes external contributions to two posts
- iv) The figures given include all on costs associated with the posts

6. Consultation

- 6.1 The review has been conducted in accordance with the Council's Protocol for Organisational and staffing change. As required by this protocol a meeting took place with the trade unions (on 21st October 2011) to discuss the proposed Business Case. Notes of this meeting are attached at **Appendix B**. Following this meeting the Business Case was sent to all staff scoped in to the review on 24th October 2011. All staff affected by the proposals were invited to an initial meeting on 28th October 2011 where the rationale for the review was explained. A draft timetable was issued at this meeting. GMB, Unison, UNITE, NASUWT, NUT, NAHT and ATL union representatives were also in attendance. Initial comments and questions on the Business Case were taken at this meeting.

These are recorded in the notes of the meeting (**Appendix C**). All staff and unions were invited to submit further comments on the proposals (including the job descriptions) by 11th November 2011.

- 6.2 A second consultation meeting was held on 15th November 2011 to discuss comments received and to respond to them.
- 6.3 Responses are recorded in the notes of the meeting (**Appendix D**).
- 6.4 Following this meeting there was a further consultation period inviting further comments. The deadline for these further comments was 28th November 2011.
- 6.5 Comments received during the consultation period consultation are available on In-site.
- 6.6 The final structure and job descriptions are shown at (**Appendix E**) and (**Appendix F**).
- 6.7 Notes of the meeting held on 2nd December 2011 will be distributed to staff and posted on Insite.

7. Exclusions

- 7.1 Appointing to the new post of Strategic Director of Adult Social Care, Health and Housing is suspended temporarily due to the suspension and ill health absence of the Strategic Director of Adults and Communities.

8. Chief Officer Salaries

- 8.1 Four new pay ranges will be implemented as part of these proposals. These are as follows:-
 - Head of Paid Service: £123,231 - £127,485 (spinal point 19 – 20 UCOR/S)
 - Strategic Director: £110,484 - £118,983 (spinal point 16 – 18 UCOR/S)
 - Divisional Director: £76,725 - £85,575 (spinal point 6 – 9 UCOC/T)
 - City Officer: £63,945 - £68,853 (spinal point 1 – 3 UCOC/T)
- 8.2 The enhanced divisional director rate is abolished. Directors will be slotted to the nearest grade point to their existing salary. As per the Council's policy Pay Protection for two years will apply to all Directors whose salary goes down as a result of this review.

9. Position of Monitoring Officer

- 9.1 In accordance with the Council's current constitution arrangements the Employees Committee has designated the Director of Corporate Governance as the Council's Monitoring Officer. Membership of the Employees Committee is on the basis of appointment by the Monitoring Officer in consultation with the Group Whip. Given that the Directors post is covered by the review, the Director has agreed that to prevent any conflict of interest situation arising a Deputy Monitoring Officer be appointed to deal with any procedural requirement arising that include as appropriate compliance with the Regulations. The recommendation is that the Head of Litigation be appointed for this purpose.

10. Slotting in Proposal

- 10.1 The proposed slotting in list is given at **Appendix G** and will be tabled at the final meeting on 2nd December 2011.
- 10.2 Following this meeting there will be an appeals process in accordance with the review protocol.
- 10.3 Any appeals will be heard on 15th December 2011, by the Deputy City Mayor assisted by a HR Adviser who has had no previous involvement in the review.

11. Appointments to the New Structure

- 11.1 Where competitive or competency interviews are required these will be carried out by Member Panels, these are scheduled for the 20th and 21st December 2011.

12. Dismissal process and Appeal Rights

- 12.1 If, following the slotting in process any Director is displaced, a potential dismissal by reason of redundancy situation will arise. The Council is required to follow the process contained in the Regulations. The function of dismissal of Directors is given by the Council's Constitution to the Employees Committee. It appears that it can also be undertaken by the appropriately authorised officer. The recommendation is that this be delegated to the Chief Operating Officer. He will have to comply with the Regulations that bring into play the involvement of the Executive (Cabinet) in terms of whether or not they have any objection to the fact that one or more Directors face dismissal. Notification to the Executive is undertaken by the Proper Officer, in this case the recommendation is that this be the Head of Litigation. Subject to the response from the City Mayor on behalf of the Cabinet, the Chief Operating Officer would then issue formal notice of dismissal by reason of redundancy. In accordance with Employment Law rights any Directors affected would have a right of appeal to the Employees Committee meeting in appeals mode. Membership of this Committee would accordingly be different from membership of the Committees who dealt with the dismissal process.

It is recommended that a time period of 5 working days be given to allow for objections.

13. Equalities Impact Assessment

13.1 The EIA for the review is given at **Appendix H**.

14. Legal Implications

- 14.1 The process outlined in this report complies with statutory and the Council's Constitutional requirements that apply to the Council's Directors on the basis that they are either statutory Chief Officers, non-statutory Chief Officers and/or Deputy Chief Officers as defined in the 1989 Local Government and Housing Act. In the case of any Directors who, as a result of this review are displaced, any subsequent dismissal would be by reason of redundancy. Therefore, the process being followed accords also with Employment Law provisions.
- 14.2 Where a dismissal of a Chief Officer arises the Local Authority (Standing Orders) (England) Regulations 2001 apply. The Council's Constitution delegates to the Employees Committee the dismissal function of Chief Officers. The Regulations suggest that the dismissal function may be delegated to an officer. Accordingly the report seeks authority for this function to be delegated to the Chief Operating Officer. He will still have to comply with the Executive Objection process outlined in the report.
- 14.3 If the function of dismissal is not delegated and is retained by the Employees Committee, two separate meetings of the Committee will be required in relation to the dismissal stage. The first one would be to authorise the Chief Operating Officer to undertake the Executive Objection process. The second meeting would authorise the issue of a formal notice of dismissal by the Chief Operating Officer assuming no Executive Objection has been received. Note that where the Employee Committee meets in dismissal mode it must have at least one member of the Executive appointed to the Committee.
- 14.4 Irrespective of whether the Chief Operating Officer or the Employees Committee is the dismissor, the right of appeal to the Employees Committee will remain. If such an Employees Committee is needed care will be taken to ensure that the members appointed to the Committee will have not had any previous direct involvement in the process.
- 14.5 The Regulations also have provisions concerning the appointment of statutory chief officers, non-statutory chief officers and/or deputy chief officers as previously defined. Given that this review affects existing directors and is not initially involving external recruitment, in Employment Law terms the exercise can be classed as one of variation of existing contracts and therefore the Executive Objection provisions in the Regulations (similar to what applies in any dismissal situation) will not be engaged.

- 14.6 The recommendations with regard to the appointment of the Head of Litigation to undertake the requirements contained in the Regulations and the Committee appointment process contained in the Council's Constitution ensures that the Monitoring Officer who is affected by the review is not put in any conflict of interest situation.
- 14.7 Following the completion of the review, the Council will have all the necessary chief officers required by statute.

Anthony Cross
Head of Litigation x 296362

15. Local Government Access to Information Act

- 15.1 All papers relating to this review are available on In-site.

14. Report Author

Andy Keeling
Chief Operating Officer

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Business Case for Organisational Changes to the Senior Management Function of Leicester City Council (phase 2) in accordance with the new Review Policy

Prepared by Andy Keeling

21th October 2011

V.1. Consultation Draft

Forward

Leicester City Council is at a juncture which is both very challenging and breaking new ground. Challenging because of the financial situation the Government have put us due to the unprecedented cuts imposed on us and the huge financial risk transfers that are proposed through subsidy arrangements for local government. Breaking new ground because of our new system of governance and the ambitious programme we have set for ourselves, part manifested in the 100 days programme and part in the longer term planning we are beginning to undertake. It is really important if we are to move forward together at the right pace that Leicester City Council has the right senior managers doing the right jobs, organised in the right way.

The proposals in this business case, give us a starting point to begin a consultation to enable a more effective and accountable senior management team and structure that along with the political executive will be able to confidently lead both the Council and the City in the future. My emphasis is on creating a new structure that is cost effective, has clear responsibilities and accountabilities and is fit for purpose now and into the future.

The position of the Chief Operating Officer has thrown up a quandary as I fully appreciate that Andy cannot both lead this review and be included in the review. I have decided to personally return to his role when we have an agreed new structure. I appreciate that this is not ideal but I acknowledge that our situation is unprecedented. The Business Case refers to 'The Head of Paid Service', the fact that I will need one of these going forward is the only assumption I will make at this point in time.

I also want to thank you all for your patience. I understand that it has been unsettling for you all for quite a long period of time. I hope this review; by its conclusion will enable us all to go forward with certainty and confidence.

Peter Soulsby
City Mayor

Executive Summary

1. Key Purpose of the Review

This Business Case deals with the 2nd Phase of a review of Senior Management at Leicester City Council. In the first phase the Council reviewed the post of Chief Executive and on the 4th August a Council Meeting took the decision to confirm a decision to delete that post.

This second phase will focus on the roles of Strategic and Divisional Directors. The purposes of reviewing these roles are twofold: firstly to deliver further savings; and secondly to deliver a senior management structure that takes account of our new Mayoral model of governance, the decisions taken at the first phase and the desire for a more coherent management structure with clear lines of accountability.

The City Mayor will review the role of Head of Paid Service and determine what role is needed at this level at the end of this review.

A third phase will be conducted that looks at Heads of Service and the other direct reports of Divisional Directors once the 2nd stage has been completed. The scope of that review will be given in its own business case.

2. Main Proposals

The biggest change will be to organise the Council into a new departmental structure whilst maintaining cross cutting work through programmes and operations boards. Each department will have a single head that will be responsible and accountable for all of the services and functions discharged from within that department. Each new departmental head will also be named as being responsible and accountable for some cross cutting and corporate issues. Sitting underneath the new departmental head will be a number of Divisions with their own Divisional Head.

3. Process to be followed

A full timetable is included in this business case, this will be kept under review. It is anticipated that after a preliminary meeting with the Trade Unions there will be three consultation meetings with the Staff affected, a first one to present the proposals, a second one to take feedback and listen to alternative proposals that maybe put from the group and a final one to present the final proposals, final report and slotting in list. The final report will need to be signed off by the City Mayor. The final report will include details of the slotting in arrangements and the process for selection for new or changed posts that are created in the review. It should be remembered that all of those posts in the scope of this 2nd phase are City Mayor and Member appointments and any selection process will involve final interviews and decision making by the City Mayor and/or Members.

The review will be managed by the Chief Operating Officer, receiving HR and Finance Advice from within the Council but not from anyone scoped into the review and some project support to be provided by the CPMO unit. The Chief Operating Officer will report into the City Mayor, Deputy City Mayor and Cabinet.

4. Planned/Expected Outcomes

Subject to consultation it is anticipated that there will be 4 main departmental streams as depicted in the structure chart in this business case. There will also be a smaller number of divisional leads reporting into those departmental leads. The functional groupings will reflect the priorities of the City Mayor and his Executive.

The savings will surpass the budget target of £0.8 million as included in the 2011/12 Budget Strategy. A further budget target will be set for the third and final stage of the senior management review. A number of Heads of Service will report into a different divisional lead as a result of this review but changes to the roles, scope and number of Service Heads will be reviewed in their own right in phase 3. Changes in those reporting arrangements at this phase are being treated as being exempt from the Review policy as described in 4.3 of the policy.

1. Background and Scope

1.1 Background

In the Summer of 2010 the Chief Executive announced her intention to carry out a review of Senior management with the sole intention of making savings and ensuring that senior management bear their share of the cuts facing the Council as a result of the budget reductions being imposed on the Council from Central Government.

An organisational review was announced in the winter of 2010 that included an examination of all posts at Strategic Director level including the Chief Operating Officer, all Divisional Directors including the Chief Finance Officer and all Heads of Service. The Chief Operating Officer and Deputy Chief Executive in the absence of the Chief Executive initiated the formal consultation process, the Chief Executive continued that review for a short period in February 2011. After further continued absence the Chief Executive announced through Sam Maher, the independent HR Advisor appointed by the Chief Executive that the review was being halted and would start again as a completely new review after the Mayoral elections in May 2011. The Chief Executive recognising that the review would not be completed prior to the elections wanted to make sure sufficient flexibility was maintained acknowledging that the new City Mayor would want to be involved and decide upon a new management structure for the Council.

Soon after taking office Sir Peter Soulsby, the City Mayor announced his intention to review the post of Chief Executive as a first phase in reviewing senior management. On the 4th August a meeting of Full Council confirmed the decision taken by a previous Employees Committee to make this post redundant. The Chief Executive has now left the Council. The Business Case for this first phase detailed the financial savings that would accrue to the Council circa £1 million over 4 years and also the similarity between many of the responsibilities of this post and of the newly elected City Mayor.

The previous review of senior management started in 2007 created new roles of a Chief Operating Officer, several Strategic Directors some with management responsibilities, some without or with lessor management responsibilities than the scope of their roles in more traditional structures would have demanded. Divisional Director roles were strengthened and they assumed direct budgetary accountability for their service areas. Basically that structure saw the breaking up of some departments as an attempt to prevent silo working and create a strategic tier at the top of the organisation that were not bogged down with a lot of line management, operational and direct budget responsibilities (but maintaining responsibility for developing the financial strategy). It was assumed the Chief Operating Officer would assume operational responsibility for most of the Council's services.

1.2 The Scope of the Review

The scope of this review is all Strategic and Divisional Directors, 26 posts in total involving 20 permanent post holders. When this review is implemented some Heads of Service will have to change their reporting arrangements to facilitate the changes made.

The new Departmental and Divisional Leads will then review their teams of service heads and other direct reports in a separate review described in this document as the phase three review.

2. Summary of the Existing Situation

The senior management of the Council was reviewed in 2007/8 as a result of some consultancy work commissioned from Deloitte. The idea behind the new structure at that time was to create a distinction between strategic and operational management in the Council using a matrix management technique to enable operational input into strategic decisions and vice versa. By not having departments it was the intention to stop the Council operating as several distinct business units, often in conflict with each other and have a much more joined up approach to the big issues facing the Council.

The structure we have had for the last couple of years put more management capacity in at the Divisional Director level with new or changed roles being created, particularly in some areas of corporate support. Both the Chief Executive and the Chief Operating Officer took on more direct line management responsibilities as a result of the changes. The current structure chart is included at appendix two.

The new structure was supported by new planning and governance arrangements. These included a series of Priority Boards themed around the Council's priorities as defined in the One Leicester Strategy. These Priority Boards produced annual commissioning statements for their priority area including managing programmes of work intended to deliver against each priority. In addition to the Priority Boards were three other Boards: Strategic Management Board, designed to ensure join up between the Priority Boards and problem solve in the organisation whilst leading on the political interface with the Executive. Operations Board, which was concerned with the operational delivery and performance of the Council including how support services and our policies and procedures are best used to support this; and finally the Organisational Development and Improvement Board that was concerned primarily with managing programmes of change and improvement work in the organisation, the emphasis of this board changed to concentrating on efficiency at about the mid-point of 2009/10.

Documents that describe the existing senior management arrangements and the rationale for them are still available on In-site.

3. The Reason for the Proposed Changes

The reasons for the proposed changes in this business case are as follows:

- a) To save as much money as possible from the existing costs of senior management of Leicester City Council, currently £0.8 million is in the Budget Strategy as a savings target, the City and Deputy City Mayor believe a much greater contribution can be made.

- b) To create a senior management structure that fits with an executive mayor model of political governance.
- c) To create a senior management and organisational structure that the City Mayor, the Deputy City Mayor and the Cabinet can have confidence will deliver the priorities of the Council.
- d) To ensure that responsibilities and accountabilities are completely clear and flow through the organisation in a coherent way.

4. The Proposal in Detail and the Rationale for the Specific Proposals

4.1 Overview

The new structure takes account of the executive functions of the City Mayor and the deletion of the role of the post of Chief Executive. The new structure creates four new departments: Education and Children's Services; Adults Social Care, Health and Housing; City Development and Neighbourhoods and Corporate Resources and Support. Each Strategic Director and the Head of Paid Service will have strategic, operational, financial and managerial responsibility and accountability for a portfolio of services and council wide priorities, these are described later. The proposals assume the Head of Paid Service will have a line management and supervisory only responsibility for the three Strategic Directors. The City Mayor will hold the Strategic Directors and Head of Paid Service to account whilst with his Mayoral Team setting the strategic direction of the City and Council.

The new senior management structure will have a Head of Paid Service, whose specific role is yet to be determined, three Strategic Directors, 15 Divisional Directors and two roles at a new grade between Head of Service and Divisional Director but on the Chief Officer pay structure. This is a reduction of 5 posts on the existing establishment and designates two posts at a lower level (and includes one post part funded and one post wholly funded by Health).

These changes will inevitably change the reporting relationships of Heads of Service. No changes to the roles or numbers of Heads of Service are being made in this phase.

I propose streamlining and revising the grading structure for Directors, capping the pay of the most senior post at £128,000, some £47,000 less than in the previous structure. More details of this are covered in the financial implications.

4.2 Corporate Resources and Support

This department will have 4 Divisions each with its own Director and an enhanced Head of Service reporting into a new Head of Paid Service role. The key changes are that Housing Benefits will no longer be in the Finance Division. Change and Programme Management and Corporate Governance are combined but exclude Legal Services. A new Division of Delivery, Communications and Governance is proposed instead along with a legal service headed up by a new role of Head of Standards and City Solicitor, this post would also hold the Monitoring Officer role.

Community Languages and Marketing would also be managed elsewhere in the new structure. Information Management will exclude Customer Services but include Revenues and Benefits.

4.3 Education and Children's Services

This department retains its current portfolio of services and includes passenger transport, this move is designed to give control of the service to one of the two existing clients and to help Children's to directly manage its own provision as the personalisation agenda reduces demand from Adult Social Care.

The most significant change is to reduce the number of Divisional Directors from four to three by merging the Access, Inclusion and Participation Division with the Planning and Commissioning Division to create a Young Peoples Services Division.

4.4 Adult Social Care, Health and Housing

This is a new department that brings back together Adults and Housing. It will also have responsibility for the health services transferring back to Local Authority control. The Public Health team are shortly to be located in the City Council with their formal transfer, along with other health responsibilities happening in April 2012.

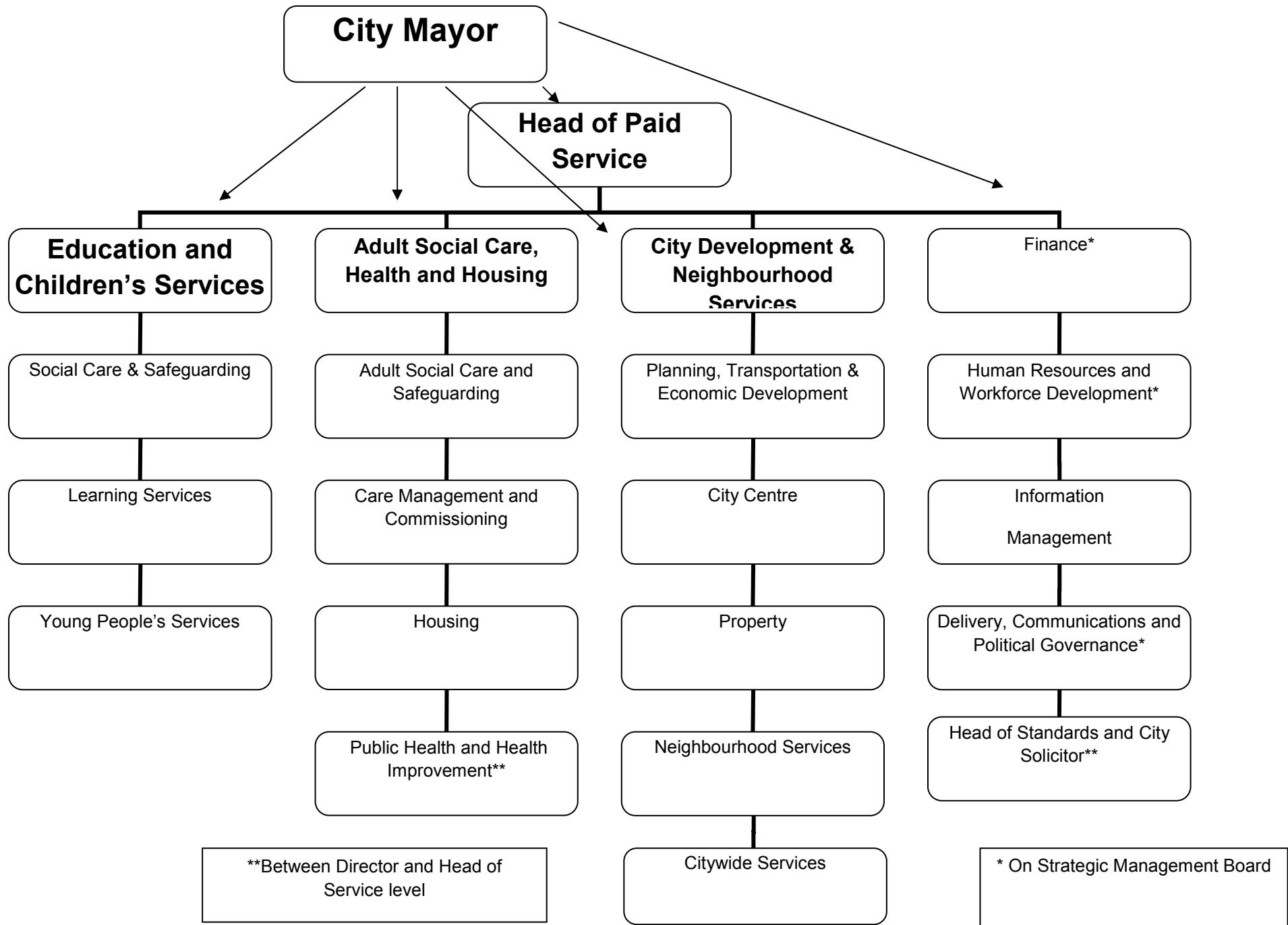
The Strategic Director post will hold the statutory designations of the Director of Adult Social Services (DASS) and the Director of Public Health (DPH) it is anticipated that this post will be part funded by Health until March 2013.

This department will have three Divisional Directors and an enhanced Head of Service (similar to the new Head of Standards and City Solicitor role). The Divisional Director posts will be: Adult Social Care and Safeguarding; Care Services and Commissioning and Housing Services, a new alignment of Heads of Service will be required. The temporary ASC Divisional Director role recently recruited to, will continue for six months as planned. The new role will be the City Public Health and Health Improvement Officer funded by Health initially (until March 2013) and then by health funding transferring into the Local Authority. In Adult Social Care two new divisions are created out of the three existing roles. For Housing two existing divisions previously split between general fund and housing revenue account services are brought together into a single Housing Division. This is a reduction of two Director posts.

4.5 City Development and Neighbourhoods

This is a new department responsible for the physical development and improvement of the City and the delivery of services to neighbourhoods, enabling a greater focus on neighbourhoods from a range of services.

This department will have five divisions each with its own Director: Planning, Transportation and Economic Development – this brings together two existing divisions but with some services migrating out into other divisions as described later; City Centre – including Arts and Museums, the Cultural Quarter, Marketing, Markets and Enterprise and City Centre



Management; Property, with a renewed emphasis on enabling regeneration; Neighbourhood Services which includes Sports, Libraries, Community Safety, Community Services, Customer Services and Adults Skills and Learning; City Wide Services, which includes the environmental health regulatory services, waste management, parks and open spaces, environment and energy services.

- 4.6 Each Strategic Director will be given responsibility for certain cross cutting issues to ensure clear accountability for these issues, these are detailed in the new job descriptions.
- 4.7 Aspects of our current arrangements will remain in place, the most notable being: the continued co-location of the Senior Management Board, albeit with a slightly reconfigured board reflecting changes made in this review. The Operational Board will continue, it will become more important as we return to a more departmental structure that Divisional Directors continue to meet together to take a whole Council view of issues, policy changes and our continued operational effectiveness. The Strategic Management Board and ODI Board will be merged to create a single Board. The Joint Board with the Police, Probation and NHS Leicester City will also continue. New high level arrangements for consultation with the Trade Unions will need to be worked through reflecting the new structure.
- 4.8 Other aspects will need to change to accommodate these changes, these include the abolition of priority boards and the use of commissioning statements, in their place we will establish cross cutting programme boards with their own programmes of work focused on delivery and departmental team meetings will be reintroduced.
- 4.9 The interaction between the new senior team and the City Mayor and his Cabinet on strategic planning issues will be developed whilst the phase three reviews are being planned.

5 The Workforce

As previously described the scope of this review is contained to Director level posts but the changes at Director level will involve some Heads of Service reporting into different Directors and different posts as a result of this phase of the senior management review. The new structure is shown on the previous page. The new reporting arrangements for all existing Heads of Service will be described once the structure is finalised. Draft new job descriptions for all the posts created in this review are shown at appendix three.

Currently there are 25 posts scoped into this review, this includes the Director of Public Health and Health Improvement which is a joint post in partnership with NHS Leicester City. There are currently 20 permanent post holders. These proposals have 18 Director level posts and two new roles on the Chief Officers pay range but below the proposed Director level pay ranges, one will be wholly funded by Health and could be filled by way of secondment from NHS Leicester City in the first instance.

6 Financial Implications

I propose four new pay ranges:

- Head of Paid Service: £123,231 - £127,485 (spinal point 19 – 20 UCOR/S)
- Strategic Director: £110,484 - £118,983 (spinal point 16 – 18 UCOR/S)
- Divisional Director £76,725 - £85,575 (spinal point 6 – 9 UCOC/T)
- City Officer £63,945 - £68,853 (spinal point 1 – 3 UCOC/T)

The enhanced divisional director rate is abolished. The new ceilings for all the new Director rates including the Head of Paid Service are between £5K and £15K less than the existing ceilings (including the £12K permanent enhancement the Chief Operating Officer receives for being the temporary Chief Executive in the Chief Executive's absence). Where this means an immediate drop in salary Directors will be asked on a voluntary basis to forgo their two years protection.

The new Structure will save £1.1 million in a full year.

The saving assumes a contribution from NHS Leicester City for half the salary of the new Strategic Director for Adult Social Care, Health and Housing. It also assumes the new role for Health underneath this Strategic Director will be wholly funded by NHS Leicester City as part of the transition in relation to the National Health Service Reforms.

There could be a couple of redundancies depending on the final slotting list, the results of any competitive or competency process or the results of appeals. I estimate this could cost up to £100K to be funded from the corporate redundancy pot.

Adding Phase 1 savings with the savings in this phase brings the total senior management savings to £1,325,000. Further savings will be achieved from phase 3 which will commence in the new calendar year.

7 Implementation Plan

7.1 Timeline and Consultation

Stage	Date and Location	Purpose
1. Issue Business Case to TUs	15/10/11	Initiate consultation process
2. Meet with Trade Unions	21/10/11	Initial discussion and clarifications
3. Send out Business Case to Directors	24/10/11	Enable Directors to read prior to the first meeting
3. First meeting with Directors	28/10/11	Group consultation, receive feedback
4. Second meeting with Directors	15/11/11	Present finessed proposals, listen to further feedback
5. Final meeting and slotting list issued	2/12/11	Confirm final proposals and circulate slotting in list
6. Appeals process (against slotting)	9/12/11 15/12/11	Deadline for slotting in appeals Appeal hearings
7. Possible interviews (where competitive/competency situations arise)	20&21/12/11	Selection process
8. Launch new structure	2/1/12	

7.2 Resources

The review will be led by Andy Keeling, Chief Operating Officer. It will be supported by Baljit Bains - HR, Alison Greenhill - Finance and Andrew Shilliam - Project Support. No other resources are anticipated at this stage.

7.3 Equalities

The direct staffing equalities impact from the changes detailed in this business case are relatively neutral. The only potential impact will be on the gender profile of Directors with one or two posts possibly changing gender profile.

I anticipate these changes will improve accountability for the equality agenda in the Council ensuring a greater focus to be given to considering the equalities implications of policy changes and decision making as named senior people will be responsible for this work.

7.4 Risks, issues and dependencies

I don't consider there to be any significant risks to the delivery of this review.

The final report will be signed off by the City Mayor and his Cabinet.

The implementation of these proposals will be relatively straight forward, care will be needed concerning other savings to senior management from other decisions but they should be able to slot into these proposals fairly simply, this is the only review looking at Director level posts.

Phase three (Heads of Service and other Divisional Director direct reports) will complete this three stage senior management review. Phase three will be managed in four parts (four mini reviews) under the new departmental arrangements created by this review. I think that managerial changes at a service level should be decided as close to the service as possible, however it is likely that targets will be set and future changes will follow a direction set by the City Mayor, the Deputy City Mayor, their Cabinet and the Head of Paid Service.

8 Governance, Information and Communications

8.1 Governance arrangements

This review will be governed by the Chief Operating Officer reporting into the Deputy and City Mayor. The final report will be signed off by Cabinet.

8.2 Communications

As well as the consultation meetings communications will primarily be via e mail. The intranet will be used to post papers and questions and responses to those questions as raised by the participants of the review. Standard version control will be used on the business case (with this version being 1.0 Consultation Draft) and other papers.

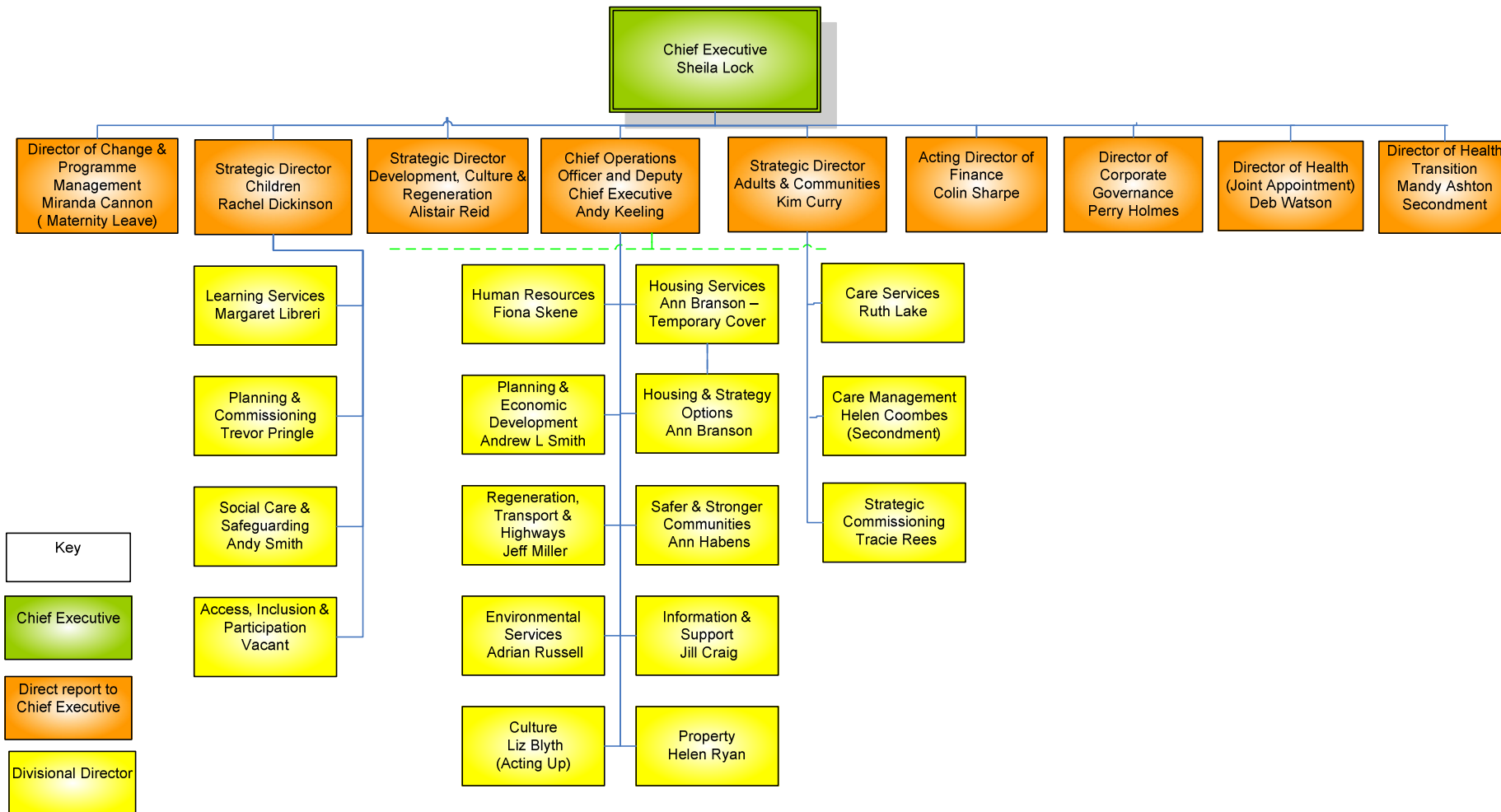
Appendix One

Director's scoped into the Review

Name	Post	Grade
1. Alistair Reid	Strategic Director Dev. Culture & Regen	UCOR/S
2. Deb Watson	Strategic Director Health & Health Improvement	Joint appointment on Health Service Terms and Conditions
3. Kim Curry	Strategic Director Adults & Communities	UCOR/S
4. Rachel Dickinson	Strategic Director Children	UCOR/S
5. Miranda Cannon	Director Change & Programme Mgt	UCOE
6. Perry Holmes	Director of Corporate Governance	UCOE
7. Fiona Skene	Director of Human Resources	UCOC/T
8. Andy Smith	Director of Social Care & Safeguarding	UCOC/T
9. Margaret Libreri	Director Learning Services	UCOC/T
10. Trevor Pringle	Director Planning & Commissioning	UCOC/T
11. Andrew Smith	Director Planning & Economic Devt	UCOC/T
12. Adrian Russell	Director Environmental Services	UCOC/T
13. Jeff Miller	Director Regen, Transport & Highways	UCOC/T
14. Ann Branson	Director Housing Strategy Options	UCOC/T
15. Ann Habens	Director Safer & Stronger Communities	UCOC/T
16. Jill Craig	Director Information & Support	UCOC/T
17. Helen Ryan	Director of Property	UCOC/T
18. Tracie Rees	Director of Commissioning	UCOC/T
19. Ruth Lake	Director of Care Services	UCOC/T
20. Sarah Harrison	City Centre Director	UCOC/T

As at September 2011

Leicester City Council
Senior Management Structure



The Director of Legal Services post (not shown) is also still on our establishment and Mandy Ashton's secondment has finished

All the new draft JDs are available in PDF format

SENIOR MANAGEMENT REVIEW

Meeting held on Friday 21st October 2011

B8 New Walk Centre

Present: Andy Keeling (Chair); Baljit Bains (HR); Gary Garner (UNISON); Steve Barney (GMB) Les Price (UCU); Relton Grant (UNITE)

1. Apologies for Absence.

None received

2. Background to the Review

AK explained that the previous review which was started by Sheila Lock was stopped due to the pending Elections. Since being elected the City Mayor has started his own review of the structure, phase one of which was to delete the post of Chief Executive. This decision was formalised at full council on 4th August 2011.

This is the second phase of the review and will look at the Strategic and Divisional Directors structure – it does not include the Head of the Organisation. AK has been asked by the City Mayor (CM) to lead this phase and then when this is complete the CM will look at the Head of Organisation post.

Once the second phase is complete, the new departmental teams will be asked to lead on the 3rd phase of the review which is to look at the Heads of Service tier.

AK explained that there are two main reasons for the changes proposed. Firstly the need to make savings of £0.8m. The proposals that had been put forward by Sheila Lock were expected to deliver £1.8m savings from all 3 tiers, however there were a few issues with that estimate in that it did not take account for the costs of new posts proposed and also did not factor in protection payments.

The CM believes that he will still be able to meet this £1.8m figure across all 3 tiers of Senior Management, in fact probably save more. The second reason for the review is that we need to ensure that we have a Senior Management structure which has a greater accountability for Strategic Directors. One of the criticisms of the current hybrid model is that it causes confusion and makes it difficult to hold individuals to account. The CM wants a structure which is more solid and not managed using matrix models which were created by Deloitte, and which takes account of the new political leadership.

AK explained that the structure proposals are not as generous as comparable authorities but none of these have a mayoral model. The structure also has to be

balanced in terms of the savings required and the need to provide sustainable management structure.

The union side expressed concern that a new senior management structure will mean that it will be necessary to revisit all of the governance arrangements and by implication, all of the trade union consultation mechanisms. AK responded that he still anticipates having a number of JCC's at departmental level, and doesn't anticipate that there would be a massive change to the current consultation mechanisms. The new arrangements that have recently been agreed, will hold for this new structure but with some slight adjustments.

There was some discussion around the importance of getting the structure in this second phase right as it will have a knock-on effect for when the heads of service are reviewed. The union side stated that they believe this review needs to happen as there are a lot of staff lower down in the organisation losing jobs and they need to see that senior management is not exempt from the review process. AK assured the unions that the next phase of the review will be led by the strategic directors who will draw on the knowledge of the divisional directors below them, and expects that they will be given some direction from the City Mayor and the Head of Paid Service.

With reference to the salary scales, the union side pointed out that there are currently five heads of service on a salary of about £61k, particularly in property services. There are also project managers on similar salaries. With the proposed director's salary scales there is a danger that we will have project managers on higher grades than directors. AK stated that in his view, the salary range proposed will bridge the gap between heads of service and director. He also believes that senior management salaries dictate the level of other management salaries and therefore it is right that the level at which they are set puts downward pressure on what we pay consultants across the organisation. The union side agreed with this, but emphasised that requests for market increments needs to be managed properly.

AK continued talking through the proposals. He stated that these proposals move back to a departmental model and gives strategic directors both operational and strategic responsibilities. He stated that the proposals recognise that Department for Children, and Education is big and complex and should remain as it currently is. The only change in this area is that we will not be recruiting to the vacant AIP director post and instead merging AIP with Planning and Commissioning.

It is proposed that there is a Department for Adult Social Care, Health and Housing, which brings back together, adults and housing, and adds in the new responsibility for health. This post holder would be jointly the DAAS and the DPH. Under this director there will be two divisional directors of adult social care and one for housing, bringing together the HRA and the general fund. There is also a new post of public health and health improvement officer, which will probably be filled initially through a secondment from health and paid for by health until 2013. This type of secondment/joint appointment has worked well previously. One of our Strategic Directors was appointed under joint arrangements between the local authority and health and she is on a health authority salary for the duration of the joint arrangements. It is envisaged that the same arrangements will apply for the health officer post. Eventually health staff will TUPE across to the Council.

The union side asked why we had made an appointment to an interim ASC Director role ahead of the review. AK explained that this was a temporary six-month appointment, but the post holder would not be part of the review.

There is a new department called City Development and Neighbourhood Services with five divisional directors; (1) Planning, Transportation and Economic Development is an amalgamation of the Regeneration Highways and Transportation division and the Planning and Economic Development division. Some of the services currently in these two divisions will transfer out. (2) City Centre - the current city centre director post which manages partnership arrangements but has no operational responsibilities. These proposals will see services migrating into this area. (3) Property is being put in this department because of the close links with regeneration and the use of land and the portfolio of properties. (4) Neighbourhood Services will include some of the services previously within culture division, which has now been deleted, e.g. sports and libraries, and in addition, community safety, community services, customer services and adult skills and learning will sit in this division. (5) Citywide Services will include environmental health regulatory services, waste management, parks and open spaces, and environment and energy services.

The last arm of the structure is corporate services. This will be managed by the Head of Paid Service. It will include finance, HR and Information Management. The Strategic Support and ODI service will be combined with Corporate Governance and will result in a reduction of one director post, but creation of a new post called Head of Standards and City Solicitor.

Union side asked whether they would be an overall coordinator role in neighbourhood services. AK explained that neighbourhood services will include sports, libraries and community centres and next level in the structure will have more of a coordinating role.

The union side and asked whether the property director will continue to have a link through to Vi Dempster. AK stated that currently this is because BSF is such a key program for children's services and education, however there is no formal link.

AK then talked through the financial implications of the proposals. He stated that the enhanced director's salary rate is being abolished and that other levels would be capped. The resulting reductions in pay will save £100k. In addition, he is suggesting that directors forego their protection on a purely voluntary basis. The proposals will save £1.1m in a full year. This assumes some funding by the health authority. There could be potentially three displacements from the proposals.

The union side stated that they would not support the suggestion to give up protection.

In terms of the EIA AK stated that this will be provided in the standard format.

The union side asked if there was any indication of timetable for the third phase of the senior management review. AK responded that he would need to confirm this with the City Mayor.

AK informed the group that Ross Willmott has asked that progress on the senior management review is reported to scrutiny committee. The union side stated that this is not standard practice, and they would have concerns around confidentially issues and it being discussed by members outside of the agreed review process.

AK went through the timetable for the review.

The union side requested that the business case be sent to the teaching unions for information, even though they did not have members scoped into this review. AK agreed to circulate the document to them and also to include them on circulation list for all the papers from the review process so that they are kept fully informed about the review.

AK asked if there were any other issues that the unions would like to raise at this stage regarding the review. No further issues were raised.

Meeting closed.

SENIOR MANAGEMENT REVIEW

Meeting held on Friday 28th October 2011

Tea Room, Town Hall

Present:

Andy Keeling (Chair);
Baljit Bains (HR);

UNIONS

Gary Garner (UNISON); Steve Barney (GMB) Relton Grant (UNITE); Kevin Gemmell; Stephen Bird (NASUWT); Ian Leaver (NUT); Jo Lovell (NAHT); John Bellamy (ATL)

DIRECTORS

Helen Ryan (HR); Jill Craig (JC); Adrian Russell (Ad.R); Ruth Lake (RL); Sarah Harrison (SH); Ann Habens (AH); Alistair Reid (AR); Deb Watson (DW); Trevor Pringle (TP)

1. Apologies for Absence.

Les Price (UCU); Miranda Cannon; Perry Holmes; Ann Branson; Andrew L Smith; Jeff Miller; Margaret Libreri. Tracie Rees; Rachel Dickinson

2. Business Case

2.1 Background & Rationale

AK explained that the review was being conducted under the new Protocol for Organisational and Staffing Reviews a copy of which is available on Insite.

The Business Case follows the template provided in the protocol.

AK explained that the previous review which was started by Sheila Lock was called to a halt due to the pending Elections. SL felt that to continue without input from the new City Mayor would not be right. Since being elected the City Mayor has decided that review of the structure should be done in phases. Phase one of the review was a proposal to delete the post of Chief Executive. This decision for this was ratified at full council on 4th August 2011.

AK explained that is the second stage of this review and has a different context to the review started by SL whose sole purpose was to save money. For this review there are a number of other reasons for the changes proposed.

Firstly there is the 2010/11 budget target of £0.8m as before. The proposals that had been put forward by Sheila Lock were expected to deliver £1.8m savings from all 3 tiers. AK's view is that we should save as much as we can, without putting the organisation at risk.

Secondly, we need to create a new senior management structure that fits with the new model of political governance. We also have to recognise that there is considerable overlap in the role of the new City Mayor and that of the previous chief executive.

Thirdly, we need a senior management structure that can share responsibility for the strategic direction of the authority with the new political executive but also have operational accountability.

Finally, the City Mayor believes that the matrix management model adopted in 2008 meant that lines of accountability were not as clear as they should be. The separation of strategic and operational responsibility has meant our lines of accountability are not clear.

HR stated that in the previous review, Heads of Service were included and asked whether they would be included in this review. AK explained that there will be changes to reporting lines for some heads of service as part of this review, but there is nothing in this phase, that changes their roles or their terms and conditions. However, there will be a third phase of this review, which will look at heads of service roles and this will be conducted by the new directors who will be in post as a result of this review. Ad.R queried whether this would impact on the series of reviews that are currently underway because of last year's budget process. AK confirmed that the senior management review should not be a reason for not continuing with those reviews, even though the third phase of the review may mean further changes have to be made. AK stated that we do not have the luxury of reviewing the organisation from the top down and he did not concur with the view that the hold-up in the senior management review should be used as an excuse for not carrying out reviews of service areas.

2.2 Proposals

AK explained that these proposals move the organization back to a departmental model creating four departments, three of which are headed up by a Strategic Director – a Department for Education and Children's Services which is largely unchanged - a department for Adult Social Care, Health and Housing - in recognition of the health reforms currently happening, and the fact that the city council will be getting back to responsibility for public health. AK explained that he has tried to build a structure that can enable the health services to come in. There is a new department called City Development and Neighbourhood Services and a Corporate Resources and Support department.

AK explained that the only change in Education and Children's Services is that the vacant role of director of Access, Inclusion and Participation has been

merged with the director of Planning and Commissioning to create a new role of director of Young People's Services and that Passenger Transport migrates into this department for reasons set out in the business case.

TP expressed concern that the proposals do not recognise how large the AIP division is. The Union side commented that currently there are only two heads of service in AIP and that this would need to be looked at in phase 3 of the review if the proposal to merge the two divisions is accepted. AK accepted this point and stated that this supports the decision that phase 3 of the review should be conducted by the relevant strategic director taking advice from the divisional directors in that area.

Adult Social Care, Health and Housing - AK explained that the three divisions currently in adult social care have been combined into two, bringing together care management and commissioning. He also informed the group that we have recently recruited additional support for the adult social care agenda and that this role will continue on a temporary basis to help the transformation process. The union side agreed that if we are merging two divisions together then the additional capacity needs to be kept until the next phase of the review is implemented.

AK continued that the proposals combine the current two divisional director posts in housing to create one director of housing post bringing together the HRA and the general fund.

City Centre Development and Neighbourhood Services – consists of five divisional directors:

(1) Planning, transportation and economic development is an amalgamation of the Regeneration Highways and Transportation division and the Planning and Economic Development division. Some of the services currently in these two divisions will transfer out. AK stated that he believes there is a lot of synergy between the planning and highways functions.

(2) City Centre - the current city centre director post currently has no operational responsibilities, but manages partnership and private sector arrangements. These proposals will see services migrating into this area , e.g. markets and some services from the previous cultural services division i.e. arts museums and festivals as well as Marketing. This will enable us to promote and integrate services across the city centre.

(3) Property - this function has previously been regarded as part of corporate support, but is being put in this department because of the close links with regeneration and the use of land and property as enablers of regeneration. HR stated that it may make sense to transfer the energy management function into the property division.

(4) Neighbourhood Services will include some of the services previously within the culture division, which has now been deleted, e.g. sports and

libraries, and in addition, community safety, community services, customer services and adult skills and learning will sit in this division.

(5) Citywide services is essentially the old environmental services division. AK stated that he had put energy management in this area, but will review this based on the comments received.

Corporate Resources and Support Services

This will be managed by the Head of Paid Service. It will include finance, HR and Information Management. The Strategic Support and ODI service will be combined with Corporate Governance and will result in a reduction of one director post, but creation of a new post called Head of Standards and City Solicitor.

AK stated that HR and Workforce Development remains as is. He said that he did consider whether or not Programme and Change Management should be merged with this division, but felt that it was best to keep Human Resources separate to keep the integrity of HR during this period of tremendous change for the Council.

The union side asked what was happening to the revenues and benefits service. AK explained that this would transfer into the Information Management division.

JC said that she felt that the neighbourhood element of customer services should be separated out from the city centre and the call centre elements and that these should remain within Information Management.

AH stated that the same applied to revenues and benefits. She said she was concerned that the neighbourhood advice element of this function would be lost if it were transferred to Information Management, and this would impact on services provided to vulnerable groups at a time when there are other changes happening in the welfare benefits system. She felt that there needs to be some consideration that revenues and benefits is also about working with people rather than just processing transactions. AK responded that he was not sure how moving this service from Finance to Information Management would change the way that it currently works, but was happy to look at it. He asked AH to provide her rationale on this point, in particular where she thinks this service should sit. AH responded that it would best be placed in Neighbourhood Services.

AK continued to explain that in terms of the division, headed Delivery Communications and Political Governance, the rationale for this division is the need to change the current backroom policy, performance and strategy officer roles into a service that is more proactive in supporting the delivery of the mayoral priorities. He said that there was a good case for bringing together the existing democratic services function with the policy function. He also stated that the City and Deputy Mayor were keen to improve communications and it made sense, therefore, to locate the communications unit within this

division. AK was asked if the communications unit would be a resource for other departments. AK confirmed that it would be as the recent review of communications created a corporate resource for the Council and it is anticipated that this would still be the case. The marketing function will sit under the City Centre director as AK believes that marketing and communications can be separated although they are very closely linked but in our terms Marketing is about Marketing and promoting our services and the City. SH stated that, in her view, there needs to be really close links between the two.

A new post of Head of Standards and City Solicitor has been created, but in recognition that it is a relatively small area it will be at the lower end of the divisional director salary scale. AK explained that it is important to have this role, sitting outside of the services supporting politicians and the meeting agreed.

JC commented that the title, 'Head of' gives the impression that it is subordinate to a director role. She suggested that the title should be changed to City Solicitor and Head of Standards – Andy Agreed.

DW expressed a similar view about the title of the Public Health and Health Improvement role. This role will be responsible for providing advice to senior people in the NHS on care services. The NHS would expect someone in this post to be at a consultant (Dr) level, which in NHS terms is equivalent to divisional director. AK responded that he would take advice on the status of the roles in the health community.

AK stated that he was open to suggestions on the titles of posts as long as these titles are easily understood by the public in terms of what that role is responsible for.

RL suggested that in the Education and Children's Services department the role of Director of Social Care and Safeguarding should be prefixed by the word 'Children's' to make the responsibilities clear.

The union side asked for clarity on the structure diagram provided in the business case in terms of whether all the posts under the strategic director posts were of equal status as this is not clear. AK confirmed that they were of equal status and stated that in the final report, he would do separate diagram for each department, which will show all the posts on the same line (with the exception of the two City Officer roles).

2.3 Financial Implications

AK talked through the financial implications of the proposals. He stated that the enhanced directors rate is being abolished and that salaries for the other levels would be capped. The resulting reductions in pay will save £100k. In addition, he is suggesting that directors forego their protection on a purely voluntary basis. The proposals will save £1.1m in a full year. This assumes some funding by the health authority.

The union side stated that they would not support the suggestion to give up protection as this is a move away from national conditions. They felt that this would be a bad example to set and were concerned that if directors had to forego their salary protection they would expect staff below them to do the same.

AK stated that he has been with the authority for many years and in this time has seen the inflationary growth of senior management salaries. The wages of the senior team had fallen out of step with the wages of the rest of the workforce, and that, given the level of cuts we are facing in the next few years, the senior management has a moral responsibility to be seen to be taking their share of the cuts. AK explained when considering senior management salaries for his business case he looked across other authorities for comparison of the levels of pay, and his proposals puts us at the lower end of median pay for senior management. He said he appreciated that this may cause some difficulties in the short term. In terms of forgoing pay protection AK stated that he has made the suggestion in the business case and it is purely voluntary and that he would not press this point.

The union side pointed out that there are currently five heads of service on a salary of £61k, particularly in property service. There are also project managers on similar salaries. With the proposed director's salary scales there is a danger that we will have project managers on higher grades than directors. AK stated that in his view, the salary range proposed bridges the gap between heads of service and directors,

TP, asked if directors would be appointed at the point nearest to their current salary. AK confirmed that they would.

Ad.R made the point that voluntary waiving of protection would have no real impact on the savings. AK stated that if all directors were to forego their protection. This would save £200k.

AH stated that directors were already giving up some of their terms and conditions, e.g. car parking. AK agreed to look at withdrawing this voluntary option proposal.

2.4 Timetable

AK stated that the review had been hanging over us all for a long time and that although the timetable appears tight, this is a relatively contained group and that the timeline allows ample time for proper consultation. KG asked on behalf of one of his members, whether there was any option for an extension to allow directors to put forward alternative suggestions. AK stated that he felt that the timetable allowed sufficient time for this.

3. Initial Feedback on Proposals

AK asked if anyone had any further feedback on the proposals. The group felt that they had raised the issues as the meeting went along and had nothing further to add.

4. Mechanism for Future Feedback

AK stated that he would welcome any alternative proposals and feedback. He asked the group to submit comments by e-mail.

HR queries should be sent to Baljit Bains and copied to AK.

Comments on the proposals should be sent to AK and copied to BB

Comments on job descriptions should be sent to Andrew Shilliam and copy to AK

Any personal issues or queries should be sent to AK and copied to BB if appropriate

He confirmed that all communications regarding the review would be posted on Insite for all to see. However, if anyone wished to raise issues of a personal nature they should make this clear when they submit their comments and these will be dealt with confidentially.

AK stated that he has been asked by a number of people how alternative proposals would be viewed by the City Mayor. AK informed the group that the proposals put forward are for consultation and that the City Mayor has been very clear that he wants it to be genuine consultation. AK stated that he is not an expert in all areas of Council business and he would welcome feedback and constructive proposals and people should not feel inhibited. He asked that the group bear in mind the reasons for the review and savings that need to be achieved if submitting alternative proposals.

AdR asked whether the business case could be circulated to other staff. AK confirmed that he wanted this review to follow the same process as all other reviews. The process should be open and transparent, and he saw no reason why the business case could not be shared at this stage. BB confirmed that a page has been created on Insite and that all documents would be available for anyone to access.

AK informed the group that Ross Willmott has asked that progress on the senior management review is reported to scrutiny committee. The union side have formally raised concerns about this in writing and that he (AK) has forwarded this to the City Mayor.

AK confirmed that the deadline for initial comments is Friday 11th November 2011.

5. Any Other Business

Andy talked through his understanding of the assimilation and matching process as per the review policy and checked back with Directors and Trade Unions that his interpretation of the policy is correct. These are:

Substantially Unchanged Posts – Assimilate

You will be placed directly into a post in the new structure, without a selection process, if:

- 75% of your current job description forms at least 75% of the new one; and
- the grade of the posts in the current and new structures are the same; and
- there are not more employees than posts in the new structure.

If the first two criteria above are met but there are more employees than posts, there will be a competitive selection process.

Changed Posts – Match

You will be 'matched' to a post if it is considered potentially to be a suitable alternative job. The criteria for 'matching' are:

- Between 25% and 74% of your current job description is contained in and forms 25% - 74% of, the new one; and
- The post in the new structure is the same as or one grade above or below the grade of your current post

'Matched' employees will be subject to an assessment process to determine whether they meet the requirements of the changed job, even if there are not more employees than posts. It is likely that this assessment will take the form of a Member interview. If there are more employees than posts the assessment process will also be competitive.

New and Unfilled Posts – Ring-Fence

Any posts in the new structure which do not meet the above criteria for assimilation or matching, or which remain unfilled after those processes, will be 'ring-fenced' – ie recruitment will be limited – to an identified group of employees, which could be wider than the review group if appropriate.

Ring-fenced employees will be subject to an assessment process.

AK said he couldn't for see a situation where anyone would be given more than one slot unless there is an exact split of 50/50 between two new roles when comparing new and previous roles.

6. Date of Next Meeting

The next meeting will be held on 15th November 2011 at 2.00pm, Tea Room, Town Hall.

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SENIOR MANAGEMENT REVIEW

Meeting held on Tuesday 15th November 2011

Tea Room, Town Hall

Present:

Andy Keeling (Chair);
Baljit Bains (HR);

UNIONS

Gary Garner (UNISON); Steve Barney (GMB) Kev Gemmell (UNITE) ;Jo Lovell (NAHT);

DIRECTORS

Ruth Lake (RL); Tracie Rees (TR) Fiona Skene (FS) Jeff Miller (JM); Adrian Russell (AdR); Perry Holmes (PH); Miranda Cannon (MC); Deb Watson (DW); Alistair Reid (AR); Sarah Harrison (SH); Margaret Libreri (ML); Trevor Pringle (TP); Andrew Smith (AS);

1. Apologies for Absence.

Stephen Bird (NASUWT); John Bellamy (ATL); Helen Ryan ; Jill Craig; Ann Habens; Rachel Dickinson

2. Minutes of the Meeting held on Friday 28th October 2011

2.1 Accuracy

Agreed as a correct record with the following amendment:

Page 3 paragraph 2: TP confirmed that it was the merging of two Divisions that created Capacity issues whereas the minutes only referred to one Division.

Page 3 paragraph 3: the reference to the two divisions been combined in adult social care should read care services and commissioning.

2.2 Matters Arising

Page 5: paragraph 2 – PH stated that as he was not present at last meeting, he wished it to be noted that he does not share the view that it is important to have the role of Head of Standards and City Solicitor sitting outside of the services supporting the politicians. He added that it was commonplace for these two services to be managed together.

AK responded that the point that was agreed by the meeting was that if the City Solicitor is in charge of standards, then this role should not sit so close to member support.

Page 5: paragraph 3: DW informed the group that guidance for the transfer of NHS staff to the local authorities is not yet clear. This guidance is expected to be available at the end of the year and the grades of the public health staff will need to be revisited once this guidance is available. AK explained that we were awaiting a national set of HR rules around staff transfers. These rules would cover things such as job roles and grades and other regulatory issues. The role of the DPH might need to be re-examined in light of these rules.

Page 6: 3rd paragraph – GG pointed out that the union side had referred to a number of heads of service posts that were on LSM Grade 3 and above, some with market increments, and in particular in property services there are project managers that are paid in excess of £70k to £80k. He reiterated the point made at the first meeting that it is important in the light of this to look at the differential between heads of service and directors pay. AK stated that the situation that GG has described currently exists, i.e. where some staff are paid higher salaries than directors.

3. Initial Feedback and Responses on Structures and Job Descriptions

AK explained that he had received initial feedback from a number of people and that he intended to group these comments together into the departmental blocks described in the business case in order to respond to them in a logical way. He stated that this feedback would work better if it were interactive and that members of the group should interject if they feel he has missed a point or that they want him to elaborate on any particular response. He would deal with feedback on the job descriptions at the same time as feedback on the structure as the two were linked in many cases.

He said he was pleased that a lot of people made positive points and were generally supportive of the rationale to move back to departmental arrangements, and that there was agreement with some of the detail of the proposals. He thanked the group for these positive comments. He explained that he intended to go through in more detail the areas where there were challenges to the proposals. He would begin with feedback on general points raised and then group the remainder of the feedback under the four departmental headings:

(a) General Comments

- (i) Re:ODI Board and SMB Merger

Comments received on why the two Boards were being merged.

AK response: For the last six months the same people have been sitting on both boards and issues and agendas have been managed well during this time. AK's view is that we don't need to have separate constituted boards involving the same people and creating unnecessary administrative work of two types of agenda's, sets of notes etc.

(ii) Budgetary Control

Concerns were raised that by going back to the departmental model budgetary control will move from divisions to departments and that the transparency achieved through managing budgets at divisional level would be lost. There was also the concern that Ops board would be weakened as a forum as many budgetary agreements are made at that board. It was also felt that departmental budgetary control could hasten the shift towards departments acting as silos.

AK response: in agreement with the sentiment, but stated that governance and finance procedures will need to be worked through post review.

(iii) Savings target.

There was a desire to understand the basis of the savings outlined in the business case, including the position of vacant posts and posts where voluntary redundancies have been agreed.

AK response: voluntary redundancies have been taken into account towards the savings target. The business case gives the full year effect, but this includes a provisional figure which assumed that everyone would give up protection payments. Advice was received from the financial strategy team in preparing the financial implications.

(iv) Salary levels

Concern was expressed that the salary levels given in the business case won't reflect the market in future and concern was expressed about the protection suggestion.

AK response: As explained at the first meeting, the salary scales given in the business case put us at the lower end of the median range of salaries for comparable authorities. The salaries remain competitive and could be reviewed in future if it was felt appropriate. AK confirmed that he would not pursue the proposal for directors to voluntarily waive their protected salary payments.

GG commented that salary levels don't address the lack of capacity issues. Capacity is resolved by more staff not paying Directors more.

(b) Feedback received for proposals for Education and Children's Services

(i) Name of the Department

Preferred name is Children and Young People's Services.

AK response: Education and Children's Services is a more accurate description for the Department. Education is a big distinct area and having it the title of the Department makes it more recognisable to the public.

TP commented that this would be out of step with every other local authority.

(ii) Social Care and Safeguarding Division.

There was a proposal to change the name to Children's Social Care and Safeguarding.

AK response: Agreed

(iii) Capacity issues

Comments received about the capacity at Divisional Director level, and also Heads of Service level.

AK response: Sympathetic to the points raised. However, three divisional directors is proportionate to the proposals in other areas. Accept that some rebalancing will be required in phase 3. In the previous review started by Sheila Lock, the majority of the savings were at heads of service level. In this review, there will be considerable savings in this current phase so we will have more flexibility at Head of Service level this time round. Accept that we will need to have sensible discussions about capacity in phase 3.

TP stated that whilst he understood the reasoning for AK's response, he still believes that the management spans of control are too large.

(iv) Concerns about the next phase of the review

Concerns expressed about the anticipated reduction at heads of service level.

AK response: Point noted. Heads of service tier is not part of this review, but the points made should inform the next phase.

ML added that this relates to GG's point that if there were fewer divisional directors, we need to ensure that we have adequate capacity at heads of service level. AK responded that he will not be leading the next phase of the review. This will be done by the appropriate strategic directors in consultation with divisional directors.

GG stated that it was difficult in the current climate to put together a case for increasing numbers at senior management level. He added that the use of consultants was a concern for the union's particularly given the levels of salary they are being paid. He agreed that there were capacity issues, but heads of service should not be replaced by consultants.

(v) Omissions of some areas from the job descriptions.

Admissions and School Organisation should be included in the job description for Divisional Director (Young People's Services) and Behaviour Support should be moved from this post to the Director (Learning Services).

ML added that Special Needs has been put in the Director Young People's Services job description, but responsibility for the delivery of the service is currently part of Learning Services. To move this service would be very disruptive. ML wanted to check out with Rachel Dickinson

AK response: Happy to take changes on board - asked ML to clarify what should sit where and let him know.

(vi) Passenger Transport

Disagreement with the proposal to put Passenger Transport in the Children's portfolio because of a lack of capacity.

AK response: Also received comments on this from AS & JM. AK's view is that it is entirely right that Children's should shape this service to reflect their needs and to do that they need to have control of the service. AK stated that he is aware that changes will happen to passenger transport over time and that this would give us the opportunity to put this move on hold, but the overriding principle remains that children's should be in charge of this service.

AR agreed that this was a sensible compromise as to move this service now would be passing over the transformation problems. However ultimately passenger transport will be a service for children's department and this will give them the opportunity to be in control of the procurement of the service. JM stated that the impact of personalisation is a big unknown for the passenger transport service, and it could be some time before the picture is clear. DW stated that next year there will be some shift from adults, but the majority of the shift will be with the changing nature of daycare. TP stated that we are looking at possibly two years as the consultation on daycare does not begin until next year.

GG commented that it is obvious that we can't continue to deliver all of our service as we previously did with the scale of savings that has to be achieved, but that it is important that all changes are consulted on.

AK agreed to drop this proposal from the review and revisit this proposal at a later stage (2 years was mentioned as being appropriate).

(vii) Heads of Service Salaries

It was suggested that the position of some heads of service within children's should be changed and that they be put on the lower tier of the director's salary scale.

AK response: this is not part of this review, and it needs to be discussed in phase 3 but he personally would not be sympathetic to this upward pressure from Senior Managers.

TP stated that it is important to keep close watch on capacity issues in the next phase of the review.

(viii) Responsibility for the Voluntary Sector

Disagreement with the proposal to give the Strategic Director post the strategic lead for the voluntary sector based on capacity issues.

AK response: Each strategic director has been given responsibility for one crosscutting area. These areas have been allocated based on departmental relationships with the relevant sectors. The rationale for doing this was to ensure that there is a single point of strategic leadership for each of the areas and this is the fairest way of doing this. In the past these have been the sort of areas that have slipped between roles.

(c) Feedback received for proposals for Adult Social Care Health & Housing

(i) Inconsistency in the way that the two roles for adult social care have been treated.

AK response: Accept the suggested changes to the job descriptions.

(ii) Public Health Post

General support for this post, but needs to be kept under review in light of the comments made in section (a) regarding the rules for the transfer of health posts to the local authority.

AK response: Agree.

(i) Director of Public Health.

This post should be at strategic director level, and report directly to the Head of Paid Service.

AK response: Agree.

(ii) Adults and Children's Strategic Director

Proposal put forward to merge, adults and children's at the Strategic Director level

AK response: This directly contradicts the recommendation of the Monro report, the current proposed structure has better synergies in it.

(iii) Separate Strategic Director of Public Health

Proposal put forward to create a separate DPH post strategic director level.

AK response: This would be financially prohibitive, and would create an imbalance in the structure and portfolios. AK informed the group that the Chief Executive of the County and City PCT was supportive of integrating the DPH post into our structures.

DW stated that incoming DPH post had been incorporated into structures in a variety of ways in other authorities. DW added that Leicester has significant problems with the health of its population and as a consequence there is a high level of demand for NHS and Adult Social Care services. She stated that there are growing synergies between the preventative agendas for the NHS and Adult Social Care. Andy added that the current proposal will assist with the joint commissioning agenda.

(iv) Interim Divisional Director Adult Social Care.

There was a suggestion that the interim divisional director of Adult Social Care should be retained longer than six months.

AK response: this is not in the scope of this review and would be a decision for the relevant Strategic Director, Head of Paid Service, Assistant Mayor and the City Mayor to make.

(d) City Development and Neighbourhood Services

(i) Capacity issues

Concern expressed about capacity by merging the Planning and Highways divisions. Alternative structures were put forward, including options for funding sources.

First suggestion was to keep the status quo. Second suggestion was to keep two divisions, but realign some of the functions. The second suggestion separates the strategic functions from operational functions.

AK response: Tried to recognise the capacity issues by migrating some services out of this area. The funding sources put forward were in the main internal to the Council, which means that there would be a cost to the organisation for this proposal. The additional cost of putting back in another

divisional director post (£120k) can't be justified against the scale and benefits that this proposal would bring.

AS commented that leaving passenger transport in this division as discussed earlier would add to the capacity issues. Andy agreed but only on a temporary basis.

(ii) Chief Planner Role

The question was raised about whether the fact that the Chief planner role was included in the divisional director's job description meant that this person would have to hold the relevant qualification.

AK response: On reflection this role could sit with the Head of Planning just as comfortably. To include it in the divisional director role would be unfair to one of the two current post holders.

(iii) Customer Services

Suggestion that the customer services function should be retained within information management as the neighbourhood element of this was fairly small compared to the centralised call centre and city centre provision.

AK response: Agreed, but there would need to be good, close working relationship between information management, and neighbourhood services.

(iv) GIS Team

Suggestion that the GIS team currently in planning should move to information management.

AK response: Could see the rationale but not a matter for this review, and should be looked at in phase 3.

(v) Revenues and Benefits Team

Suggestion that this team should move to the neighbourhood services division and not be put in information management.

AK response: Having considered this further and given that there is big reform agenda for Benefits payments and this will have a significant impact on the finances of the Council, this team should be stay in the finance division also it has been an improving service whilst in Finance (it has been looked after temporarily from Safer and Stronger).

(vi) Additional comments from Heads of Service in Culture

These comments focused on how we might work in the future and have no bearing on the structure proposals put forward in this review.

(e) Corporate Resources and Support

A number of alternative proposals were put forward as follows:

(i) Delete Director of HR post, and put HR in the Delivery Communications and Political Governance division. Move some functions out of Delivery Communications and Political Governance into Head of Standards and City Solicitor portfolio, and move this post up to divisional director level

(ii) Retain director of HR post, change Delivery Communications and Political Governance post to Head of City Mayor's Office post, (and down grade to lower level director) moving some of the functions out of this post in to the Head of Standards and City Solicitor post (as above), moving the latter post to Divisional Director level.

(iii) As Option (i) but with Communications function in City Solicitor and Head of Standards post.

AK response: Can see, the rationale for moving Registration and Coronial services into the Head of Standards and City Solicitor post. Not supportive of the proposal to make changes to the HR post because the principle that we would not change the HR function during a time of major change for the Council has already been agreed through the ODI Programme, Andy has seen nothing in the counter proposals to change this.

Communications should stay within the 'Delivery' division because it is synonymous with working with the City Mayor's team.

Electoral Services sit better alongside the democratic function.

The case put forward for moving the Emergency Management function under the City Solicitor post was based on the need to have detailed knowledge of the law surrounding this area. However, legal services provide detailed legal knowledge across the whole authority, this does not mean that all services should sit within legal services.

PH asked which other authorities AK had looked at when putting together these proposals. AK stated that he hadn't looked at other authorities. (Note: AK had reviewed comparator Unitaries and Mayoral Authorities when looking at the role Chief Finance Officer in early Summer)

PH commented that he had looked at other Mayoral authorities before submitting his comments. This included Newham, which is comparable to Leicester and they maintain the Monitoring officer role at Divisional Director level. PH asked AK how he could justify having this role at a lower level than the other divisional directors. AK stated that every local authority is approaching it differently. The justification for placing this post at lower-level director is based on the size of the portfolio compared to others. It is not intended as a denigration of the significance of this role.

(iv) Administration Services

Proposal to put Administration services within the 'Delivery' division

AK response: It was always the intention to have Administration services and Democratic services together.

(v) Two Tier Divisional Director salaries

Disagreements with on the one hand abolishing the enhanced director level of pay, and then creating a lower-level director salary band. The view put forward was that all directors should be on the same salary band.

AK response: The rationale for putting in two smaller roles on a lower salary band was to save money and to reflect that their work and responsibilities are not of the same order as the Divisional Directors.

MC commented that having a level of post between director and head of service could result in heads of service arguing for enhancements up to that level. There needs to be a clear differential between director and head of service pay to avoid this.

PH agreed that having 2 posts at the lower level would encourage Heads of Service to ask for that level of pay.

GG stated that the union side would not support pay cuts or the removal of protection, and agreed that creating this level of post between heads of service and director could result in some heads of service asking to be paid at a higher rate, simply because the differential is so small. This has already been demonstrated in the comments put forward by the directors in education and children's services.

AK appreciated this but it is up to Directors and himself to withstand this pressure if it doesn't agree with it. Gary also thought it would be viewed by staff as gerrymandering single status.

(vi) IT, HR and Finance Posts

Some comments put forward suggesting that the IT, HR and finance divisions were too small to warrant a director for each area.

AK response: Would not want to reduce the capacity in these areas at this point given the changes that the authority is facing currently. However, this could be looked at in the future.

PH asked how AK has differentiated between IT, HR, Finance, compared to Legal. AK responded that these areas have much higher staffing levels, budgets and are much more at the forefront of the transformation agenda.

5 Next Steps

AK explained that he would circulate his draft final report for the review to the group for comments.

In order to be able to draft this report, and keep to the timetable for the review AK asked for any comments on the alternative proposals and his responses should be sent to him (copied to Baljit) by the end of the week (Note: on reflection I can draft the report and still keep consultation channels open, so I am happy to do that until the 28th November) . These comments could then be incorporated into the report before it is circulated to the group.

The final report will then be prepared for the City Mayor to see.

AK informed the group that a legal issue around chief officer appointments was raised with him and he has subsequently sought further advice from Anthony Cross in legal services. Although his conclusion is that the regulations are mostly silent on the issue of making changes within the existing structure.

AK continued that the final report of the review will need to go to Cabinet and then to the Employees Committee for final signoff, aiming for between the 15th and 20th December. Following this, the Head of Paid Service has to report the changes that have been made to full Council and ask them to note the changes, probably in January or February.

AK explained that any interviews required, whether competitive or competency will be carried out by Employees Committee(s). Following this process, if there are any redundancies certain Chief Officers will have the right to appeal to a further Employees Committee.

GG asked if AK was still intending to table the slotting in list on 2nd December. AK confirmed that this was still his intention.

AK reported that he had been invited to the Next Overview Scrutiny meeting to discuss the rationale for the review as contained within the business case. Taking on board the views expressed by the unions previously and given that scrutiny have a legitimate right to ask about this review AK has agreed for the Business Case to go to Scrutiny Committee as requested. AK assured the group that he would only be discussing the rationale for the business case and won't get involved in discussions about individuals.

GG expressed concerns about this as the scrutiny committee is a public meeting and stated that he would take further advice from his regional officer.

AK emphasized that he would only be talking about the rationale for the review.

FS stated that, legally, the consultation process is between staff and unions, and that it was important not to talk about individuals. In addition, staff should not lobby members.

AK assured the group that he would refuse to answer any questions about individuals. He said Trade Unions are able to attend if they want to observe proceedings.

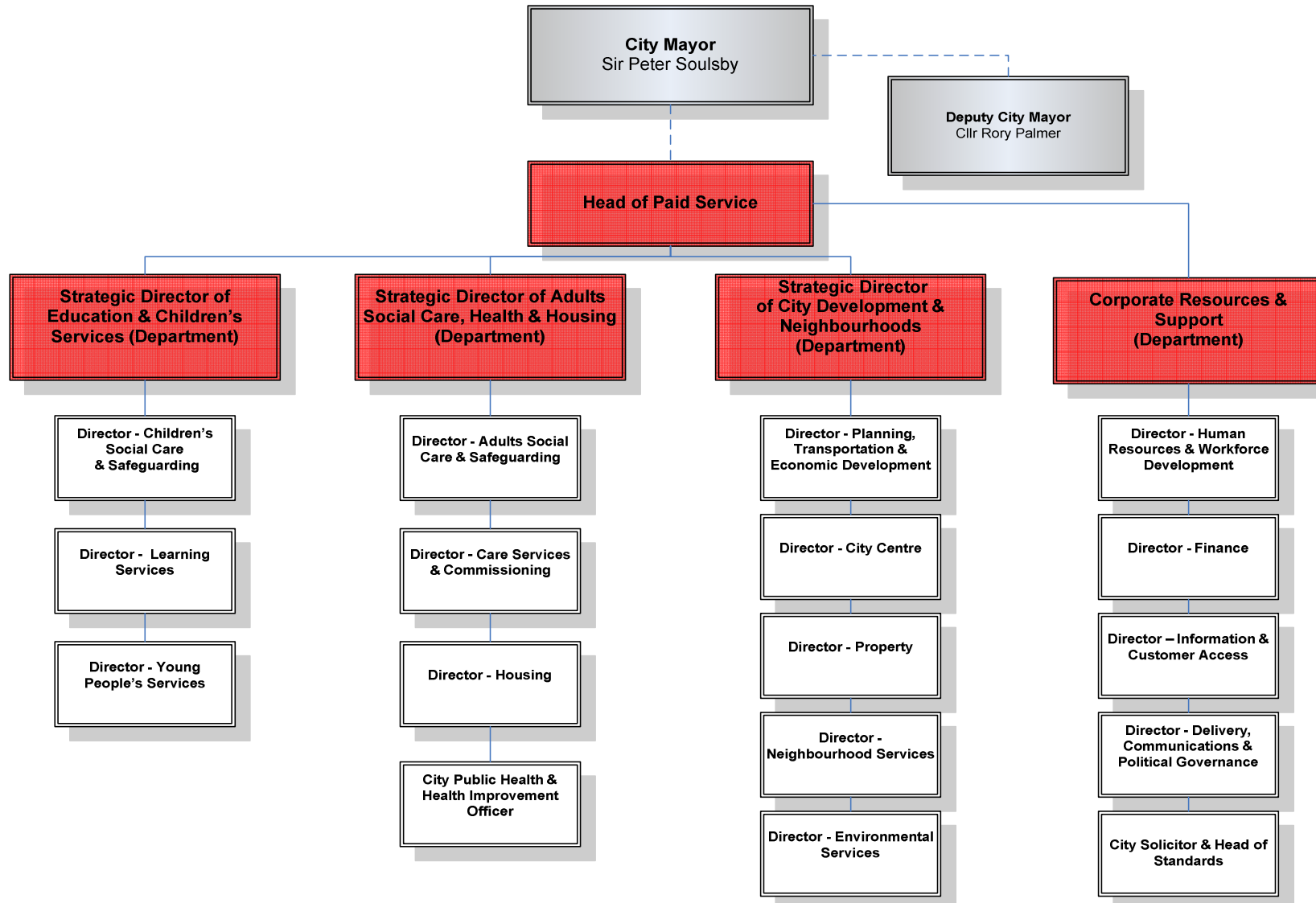
6. Any Other Business

None raised

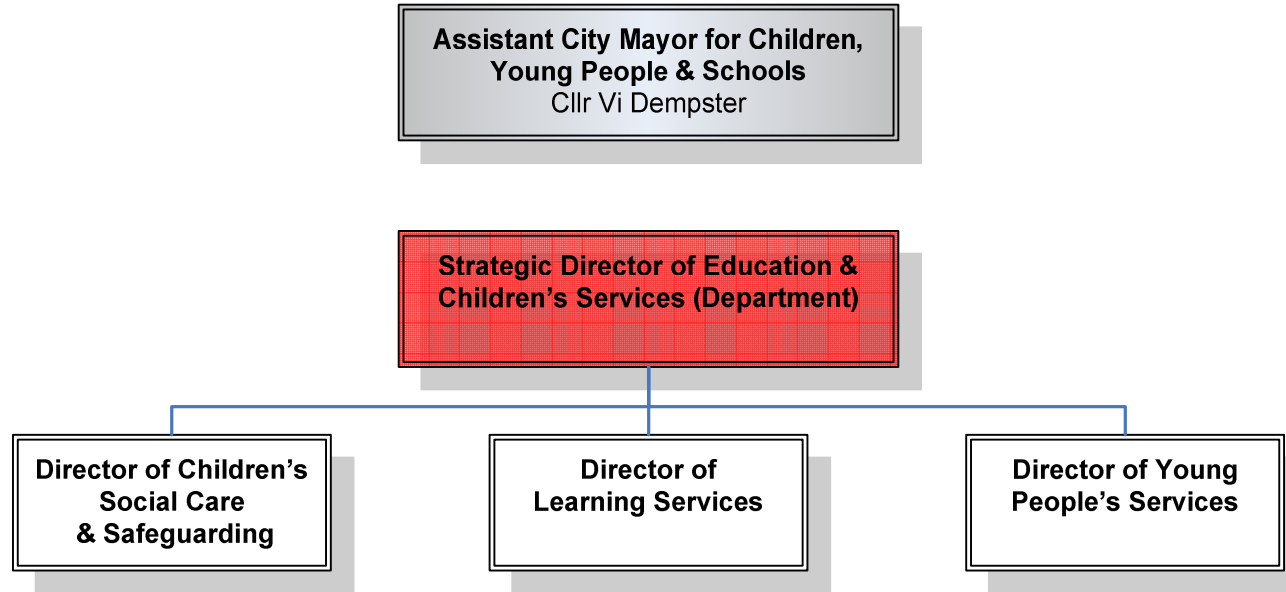
7. Date of Next Meeting

The next meeting will be held on Friday 2nd December 2011 at 2.00pm on A7, NWC.

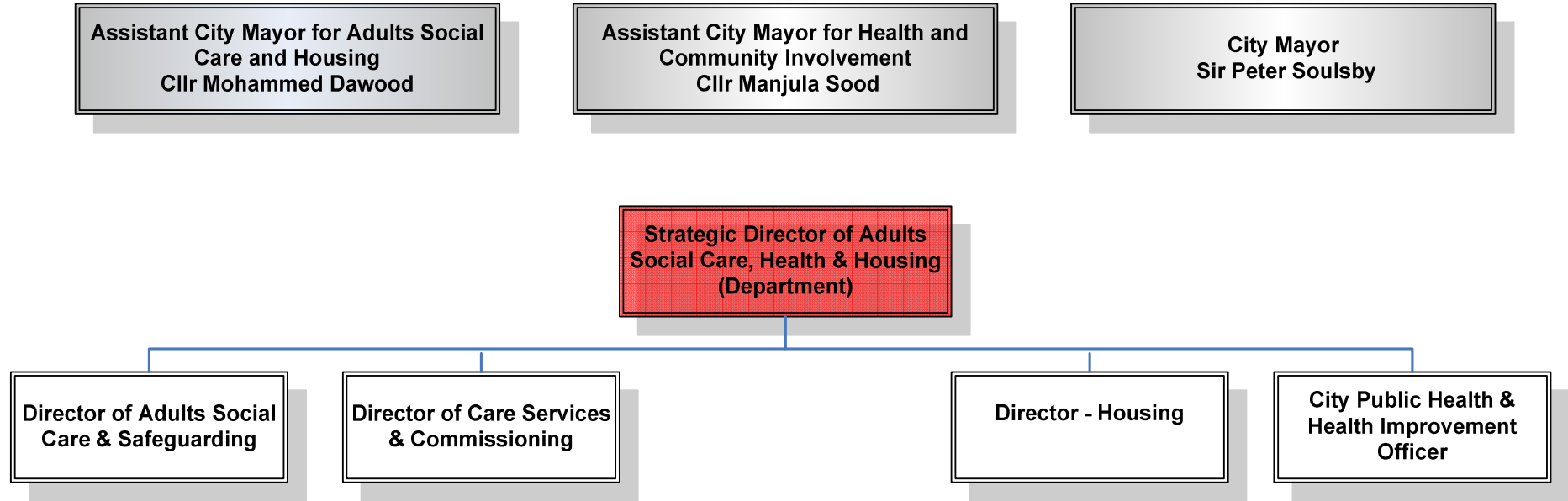
1. Senior Management Structure (Appendix E)



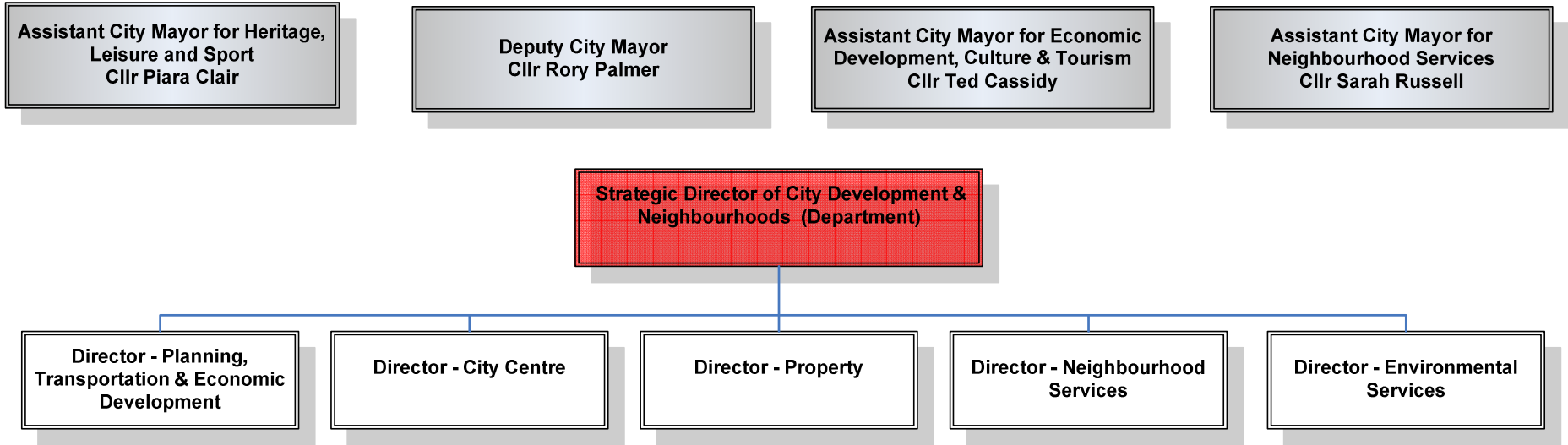
2. Education & Children's Services Department



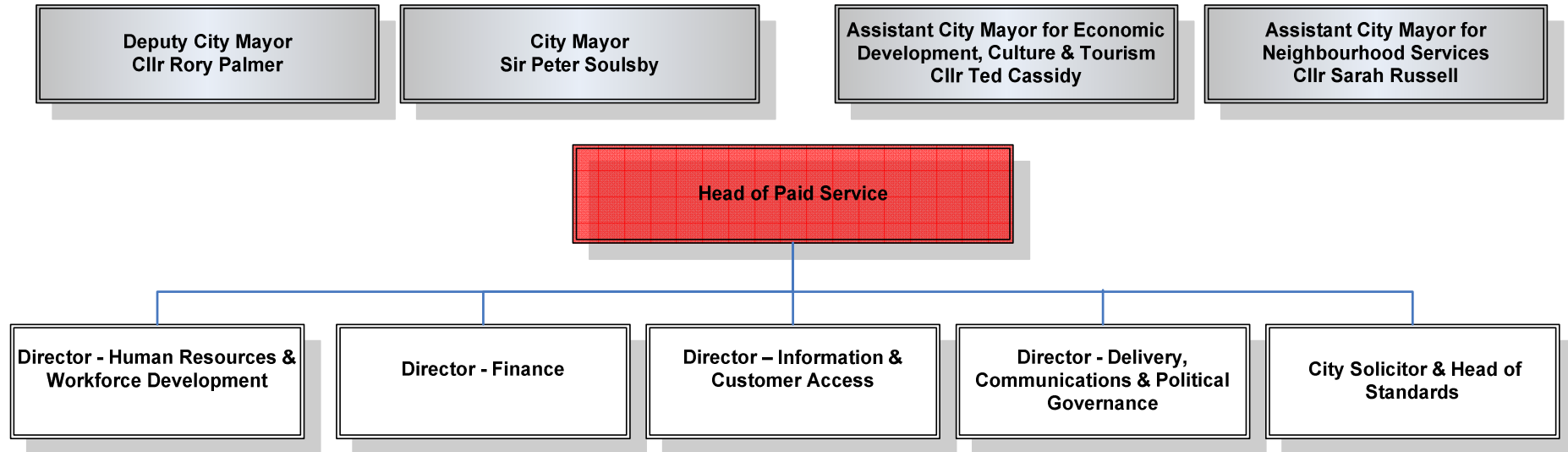
3. Adults, Health & Housing Department



4. City Development and Neighbourhood Services Department



5. Corporate Resources & Support Services Department



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New Job Descriptions

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Jobs and Careers



Director Job Description

Post Title: Strategic Director – Education and Children’s Services	Post Number:
Reports to: The Head of Paid Service	Date:

SPECIFIC DEPARTMENTAL RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department and relevant divisions within it so resources are brought together in a coherent way to deliver the strategic vision and direction.
2. To lead the management, development, performance and continuous improvement of all divisions within the department including Social Care & Safeguarding; Learning Services; and Young People’s Services.
3. To configure services delivered by partners and Council services into effective programmes of delivery to enable the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to successfully deliver the strategic vision and preferred direction of travel.
4. To identify accurate benefit measures and monitor benefits realisation for all Divisions and work of our partners to ensure that programmes of work designed to support the achievement of the strategic vision and preferred direction of travel are being successfully implemented.
5. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
6. With Divisional Directors, to effectively engage all relevant partners and stakeholders within the Education and Children’s Services fields to ensure that identified priorities and cross cutting strategic objectives are successfully achieved.
7. To hold the position of and discharge all functions required statutory responsible officer position of Director of Children’s Services.
8. To hold overall strategic, operational, financial and managerial responsibility and accountability for the portfolio of services within the department.

9. To hold overall responsibility and be the strategic lead for the voluntary sector in the City.
10. To carry out additional responsibilities and projects as assigned by the City Mayor or the Chief Operations Officer.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the department, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the City and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the department, and as Line Manager to be responsible for performance management and developing the capability of Directors and other senior managers.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Strategic Directors and the Head of Paid Service.
8. To ensure, with the Head of Standards & City Solicitor, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.

12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director of Children's Social Care and Safeguarding	Post Number:
Reports to: Strategic Director – Education & Children's Services	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Social Care and Safeguarding related activities including Children's Resources; Children's Fieldwork; and Safeguarding Services.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To support the Strategic Director - Education & Children's Services to provide leadership within the department to secure and sustain the necessary changes to culture and practice so that services improve outcomes for all and are organised around children and young people's needs.
4. To support the Strategic Director - Education & Children's Services to build effective partnerships with and between local bodies, including the voluntary and community sectors who also provide children's services in order to focus resources jointly on improving outcomes for children and young people.
5. To lead and manage Safeguarding Services, ensuring that appropriate strategies, policies and procedures are in place to ensure the effective delivery of services.
6. To lead and manage Targeted Family Support Services, including resource provision for families with high levels of need.
7. To have lead responsibility for ensuring that the council's legal responsibilities for safeguarding contained within the Children's Act 1989, 2004 and Education Acts are complied with and effectively fulfilled.
8. To support the City Mayor, Mayoral Team, the Head of Paid Service, Senior Management Team and Councillors to fulfil their corporate parenting and safeguarding responsibilities, support Corporate Parenting Panel and Local Safeguarding Children Board and to ensure that key policy implications are considered by the Council and where appropriate implemented.
9. To have lead responsibility for liaison with the appropriate adult social care support services to ensure an effective transition to adult life and to ensure that effective

arrangements exists for complex family situations so that the needs of children and young people aren't compromised.

10. To carry out additional responsibilities and projects as assigned by the Head of Paid Service.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the City and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.

12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director of Learning Services	Post Number:
Reports to: Strategic Director – Education & Children’s Services	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Learning Services related activities across the whole 0 – 19 spectrum.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To support the Strategic Director - Education & Children’s Services to provide leadership across the departmental services to secure and sustain the necessary changes to culture and practice so that services improve outcomes for all and are organised around children and young people's needs.
4. To support the Strategic Director - Education & Children’s Services build effective partnerships with and between local bodies, including the voluntary and community sectors who also provide children's services in order to focus resources jointly on improving outcomes for children and young people.
5. To implement the Council’s School Improvement Policy and Strategy.
6. To have lead responsibility for strategies to intervene and prevent exclusions and maximise attendance, acceptable behaviour of all children and manage or commission alternative provisions that support young people and facilitate their reintegration to learning settings.
7. To have lead responsibility for the development and management of preventative and targeted support services for children with special or additional needs and encourage access to provision that will support them into independent and productive adulthood.
8. To have lead responsibility for the support and challenge to schools to participate fully in the local change for children programme.
9. To have lead responsibility for the co-ordination of school governance and support and advice to governors.
10. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Young Peoples Services	Post Number:
Reports to: Strategic Director – Education and Children’s Services	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development and continuous improvement of all Young Peoples Services activities including relevant elements of the Integrated Children’s Services; the Integrated Youth Support Service; Planning, Partnership and Commissioning Services; Procurement and Traded Service arrangements; Catering; and Passenger and Transport services.
2. To ensure all services are organised around the needs of our children and young people.
3. To support the Strategic Director – Education and Children’s Services to provide leadership within children’s and young people’s services to secure and sustain the necessary changes to culture and practice so that services improve outcomes for all and are organised around children and young people’s needs.
4. To support the Strategic Director – Education and Children’s Services to build effective partnerships with and between local bodies, including the voluntary and community sectors who also provide children’s services in order to focus resources jointly on improving outcomes for children and young people.
5. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the integrated children’s services agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
6. To lead and manage the division ensuring that appropriate strategies, policies and procedures are in place to ensure the effective delivery of service and that the council’s legal responsibilities for early intervention and prevention for children and young people, in partnerships with other providers within the City, are complied with and effectively fulfilled.
7. To have lead responsibility for the development and management of preventative and targeted support services for children with special or additional needs and encourage access to provision that will support them into independent and productive adulthood.
8. To oversee the effective delivery of the school admissions and school organisation service, including ensuring that an efficient school admissions application and placement

service is in place.

9. To lead on the liaison with partners to ensure that data sharing protocols and partnership performance monitoring arrangements are developed and successfully implemented
10. To have lead responsibility for the development and implementation of a co-ordinated single entry point for information and communications on service access.
11. To carry out additional responsibilities and projects as assigned by the Chief Operations Officer.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.

10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

- | | |
|--|------------|
| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Strategic Director – Adult Social Care, Health & Housing	Post Number:
Reports to: the Head of Paid Service	Date:

SPECIFIC DEPARTMENTAL RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department and relevant divisions within it so resources are brought together in a coherent way to deliver the strategic vision and direction.
2. To lead the management, development, performance and continuous improvement of all divisions within the department including Adult Social Care; Care Management & Commissioning; Housing; and Public Health & Health Improvement.
3. To configure services delivered by partners and Council services into effective programmes of delivery to enable the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to successfully deliver the strategic vision and preferred direction of travel.
4. To identify accurate benefit measures and monitor benefits realisation for all Divisions and work of our partners to ensure that programmes of work designed to support the achievement of the strategic vision and preferred direction of travel are being successfully implemented.
5. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
6. With Divisional Directors, to effectively engage all relevant partners and stakeholders within the Adults, Health and Housing fields to ensure that identified priorities and cross cutting strategic objectives are successfully achieved.
7. To hold the position of and discharge all functions required statutory responsible officer positions of Director of Adult Social Services and Director of Public Health and to have responsibility for and be the Strategic Lead for the independent sector.

8. To hold overall strategic, operational, financial and managerial responsibility and accountability for the portfolio of services within the department.
9. To carry out additional responsibilities and projects as assigned by the City Mayor or Chief Operations Officer.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the department, its resources and allocated budgets, through departmental and divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the City and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the department, and as Line Manager to be responsible for performance management and developing the capability of Directors and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Strategic Directors and the Head of Paid Service.
8. To ensure, with the Head of Standards & City Solicitor, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.

11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Adults Social Care & Safeguarding	Post Number:
Reports to: Strategic Director – Adults Social Care, Health & Housing	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of Care Management activities including Contact and Prevention; Localities; Re-ablement; Independent Living; Learning Disability and Mental Health Services; and Adult safeguarding.
2. To provide accurate, timely and relevant advice to the City Mayor and Mayoral Team, the Head of Paid Service, Strategic Director – Adults Social Care, Health & Housing and the Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To ensure safeguarding implications across all key responsibilities are understood, and to lead on the development and delivery of effective safeguarding policies, procedures, practice, and performance management to ensure vulnerable adults in the city are safe.
4. Lead the development of an integrated Adult Social Care contact function in line with One Council One Contact, to deliver effective information, advice and guidance, contact assessment and quality customer service.
5. Lead the development and continuous improvement of a proportionate assessment framework, building on the self-assessment questionnaire to develop a single assessment framework within Adult Social Care.
6. Lead and manage the delivery of effective systems, processes, and procedures to deliver a proportionate user-led assessment that clearly identifies and records customer needs and desired outcomes, and complies with statutory responsibilities. And, to work with partners to support delivery of the user led integrated assessment process.
7. Responsible for delivering value for money and improved outcomes for Adult Social Care customers by supporting customers through the effective allocation of personal budgets and approval of support plans, and on-going case management.
8. Support the implementation of a Preventative Strategy across all care management functions, working with relevant partners.

9. To support the Strategic Director – Adults Social Care, Health & Housing to provide leadership and strategic management of Adult Social Care to exercise the functions of the DASS role.
10. Support the development and management of internal and external brokerage to deliver improved outcomes for individuals through effective use of resources, and to achieve value for money for the Council.
11. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor and Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor and Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council's fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers and to

access and participation facing all the City's communities.

10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Care Services & Commissioning	Post Number:
Reports to: Strategic Director – Adults Social Care, Health & Housing	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of Adult Social Care related services in line with Commissioning Strategies and Council priorities, including Contract and Assurance, Market Development and the delivery of Specialist Care Provision Services.
2. To provide accurate, timely and relevant advice to the City Mayor and Mayoral Team, the Head of Paid Service, Strategic Director – Adults Social Care, Health & Housing and the Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To lead on the development and implementation of joint commissioning arrangements, including preventative services with a range of partners to deliver efficiencies and value for money. Responsible for the provision of appropriate business support services that provide/support the provision of equality of access to all customer groups.
4. To develop in house social care provider services in line with commissioning strategies, which exemplify best practice and as the Council's Responsible Offer, to be responsible for compliance with the Care Standards Act 2000.
5. To lead on the planning and implementation of relevant Adult Social Care transformational and improvement agendas by working in collaboration with the relevant divisions, partners, customers and stakeholders to ensure the future provision of high quality social care services that meet the needs of a diverse community.
6. Leads and supports the development of effective partnership arrangements across relevant sectors, the implementation of specific projects/programmes to deliver care services in line with commissioning strategies, and be accountable for maintaining and monitoring partnership agreements across all sectors.
7. Lead the development and delivery of effective information function for Adult Social Care customers and performance management information, supported by appropriate ICT, to provide timely and accurate management information to meet business needs; to inform the development of local policy and commissioning strategy; comply with national performance requirements; and deliver improved business performance within Adult

Social Care.

8. To support the Strategic Director – Adults Social Care, Health & Housing to provide leadership and strategic management of Adult Social Care and to exercise the functions of the DASS role.
9. Manage the development and delivery of an Adult Social Care financial strategy to support the delivery of efficiencies and to allocate financial resources in line with commissioning strategies to deliver value for money. The financial strategy should drive the development of an Adult Social Care financial model to understand future needs.
10. Responsible for workforce development and the planning of all adult social care staff, across all sectors to ensure the Council's statutory and safeguarding requirements are met for vulnerable adults.
11. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor and Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor and Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.

8. To ensure, with the City Solicitor & Head of Standards, that the Council's fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers and to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974?	No
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Jobs and Careers



Director Job Description

Post Title: Director of Housing	Post Number:
Reports to: Strategic Director – Adults Social Care, Health and Housing	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Housing Services activities including Housing Management and Repairs; Planning & Major Works; Property Services; Housing Advice and Options; Homelessness Services; Hostel Accommodation; and Specialist Housing Support.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, Strategic Director – Adults Social Care, Health and Housing and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To ensure that tenants, through Tenants & Residents Associations or otherwise, are involved in decisions about the management of Housing Services, in decisions about their neighbourhoods and places they live, and that such decisions recognise the changing lifestyles of tenants.
4. To ensure work to improve the quality, security and energy rating of all the Council's Housing stock so that all Council tenants have improved and energy efficient dwellings.
5. To oversee the effective delivery of the Income Management function therefore ensuring that the Council collects the highest possible level of rent, maximises income to the authority and provides an effective money advice role to Council tenants.
6. To oversee the effective delivery of the property allocation and lettings functions which will minimise void loss, improve the customer experience of the allocations process, and will nominate to Housing Association lettings on the basis of need.
7. To provide joint housing support packages to meet the needs of other services within the Adults, Health & Housing department, in conjunction with the Education & Children's Service, and to meet the requirements of Housing and Community Care Legislation.
8. To take action to identify and utilise hard to let properties, to minimise the number of empty City Council homes in Leicester, and to work to reduce the number of private sector empty homes.
9. To deliver an effective grants function for low income owner occupiers and people with disabilities to help with home repairs, improvement and adaptation.

10. To identify the need for affordable housing in the City and encourage the provision of new housing to meet this need; including defining the optimum location and standards for social housing developments.
11. To prepare and implement, through work at a regional level, with the Leicester Partnership and the Housing Forum, a Housing Strategy.
12. To prepare a budget for the Housing Revenue Account, recommend the annual rent rise, manage the rent increase in accordance with current legislation, and to prepare and manage the Housing Capital Programme.
13. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.

9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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|--|------------|
| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Post Title: City Public Health and Health Improvement Officer	Post Number:
Reports to: Strategic Director – Adults Social Care, Health & Housing	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all of all directly managed public health and health improvement related activities and services.
2. To provide accurate, timely and relevant advice to the City Mayor and Mayoral Team, the Head of Paid Service, Senior Management Team and other key organisational decision makers as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To support the Strategic Director – Adults Social Care, Health & Housing to provide leadership and strategic management of health activities and to exercise the functions of the responsible officer role of Director of Public Health.
4. To provide and update a contemporary public health evidence base to help assess health needs within the City.
5. To work across the Council and with health partners to improve the public health of the City.
6. To develop programmes of activity to address health inequalities and narrow the inequalities gap both within Leicester and between Leicester and the rest of the Country.
7. To monitor and evaluate the impact of programmes and activities designed to reduce health inequalities in the City.
8. To carry out additional responsibilities and projects as assigned by the Head of Paid Service.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the service when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous

improvement and efficiency of all related services, resources and allocated budgets, through service delivery, efficiency and improvement plans as required. The services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

3. To work with the City Mayor and Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
 4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
 5. To support the City Mayor, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
 6. To be responsible for the implementation of the individual performance management process within the services, and as Line Manager to be responsible for performance management and developing the capability of all direct reports.
1. To ensure positive internal and external communications on services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors or Heads of Service as required.
 2. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
 3. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
 4. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
 5. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
 6. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

Jobs and Careers



Director Job Description

Post Title: Strategic Director – City Development & Neighbourhoods	Post Number:
Reports to: The Head of Paid Service	Date:

SPECIFIC DEPARTMENTAL RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department and relevant divisions within it so resources are brought together in a coherent way to deliver the strategic vision and direction.
2. To lead the management, development, performance and continuous improvement of all divisions within the department including Planning, Transportation and Economic Development; City Centre Services; Property Services; Neighbourhoods; and Citywide Services.
3. To configure services delivered by partners and Council services into effective programmes of delivery to enable the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to successfully deliver the strategic vision and preferred direction of travel.
4. To identify accurate benefit measures and monitor benefits realisation for all Divisions and work of our partners to ensure that programmes of work designed to support the achievement of the strategic vision and preferred direction of travel are being successfully implemented.
5. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
6. With Divisional Directors, to effectively engage all relevant partners and stakeholders within to ensure that identified priorities and cross cutting strategic objectives are successfully achieved.
7. To hold overall strategic, operational, financial and managerial responsibility and accountability for the portfolio of services within the department.
8. To hold overall responsibility for the physical development and improvement of the City and the delivery of services to neighbourhoods.

9. To hold overall responsibility and be strategic lead for community involvement in the City.
10. To carry out additional responsibilities and projects as assigned by the City Mayor or the Head of Paid Service.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the department when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the department, its resources and allocated budgets, through departmental and divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the department, and as Line Manager to be responsible for performance management and developing the capability of Directors and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Strategic Directors and the Head of Paid Service.
8. To ensure, with the Head of Standards & City Solicitor, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.

12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Planning, Transportation & Economic Development	Post Number:
Reports to: Strategic Director – City Development & Neighbourhoods	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development and continuous improvement of all Planning, Transportation and Economic Development related services.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, Strategic Director – City Development & Neighbourhoods and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To hold overall responsibility for statutory and non-statutory planning services.
4. To develop and implement planning and economic development strategies and programmes of activity which support the delivery of the priorities of the City Mayor and Council.
5. To support and develop effective partnership working with relevant City, sub-regional, regional and national bodies and in doing so represent the Council on appropriate boards, advisory, steering and other groups relevant to economic development and planning both within and outside of the City.
6. To be responsible for leading the development and implementation of major planning, economic development and transportation projects and programmes.
7. To act as the Highway Authority as defined in the Highways Act (1980) and to ensure the City Council meets and delivers the statutory provisions within the Traffic Management Act (2004).
8. To develop and manage the City Council's Local Transport Plan and Transport Asset Management Plan.
9. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and the Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – City Centre	Post Number:
Reports to: Strategic Director – City Development & Neighbourhood Services	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all City Centre related services and development activities including City Centre Management; Markets and Enterprise; Marketing and Corporate Branding; Arts and Museums and major culture related projects in line with lead responsibility for the Cultural Quarter.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, Strategic Director – City Development and Neighbourhood Services and the Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. Lead responsibility for the development of the Cultural Quarter.
4. To work with Partners to secure the development and implementation of the Cultural Strategy and to advocate the benefits of participation in cultural activity to a range of internal and external partners.
5. To support the Strategic Director – City Development & Neighbourhood Services to successfully deliver activities and programmes of work to improve the City Centre offer, including the City Centre and other programmes.
6. To develop and promote strong partnerships throughout the City Centre specifically with local residents, businesses and voluntary and community sectors for the benefit of the City Centre and in order to develop a thriving, welcoming environment to all.
7. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through

divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

- | | |
|--|------------|
| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director of Property	Post Number:
Reports to: Strategic Director - City Development and Neighbourhood Services	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Property related activities including Property Management; Property Development; Asset Strategy & Review; Property Projects including schools, Environment and Energy Management.
2. To provide accurate, timely and relevant professional and commercial Property advice to the City Mayor, Mayoral Team, Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative and industry changes and best practice/innovative approaches to improved service delivery.
3. To ensure that the Council has robust policies, procedures and other governance arrangements in place for the use and management of land and property assets and the delivery of property and facilities management services.
4. Provide strategic leadership for the review and transformation of the Council's land and property portfolio to ensure that it: delivers maximum capital and financial benefits; delivers optimum social and community benefits; supports the regeneration of the City; enables effective delivery of front-line services to meet the needs of customers of the Council; enables co-location and shared use of assets across the Council and with key external partners.
5. Lead on improving the performance of the Council's land and property assets and develop appropriate targets, monitoring, management and reporting arrangements.
6. Provide effective management of the staff, budget and activities of the Council's property and facilities management services and management of external contractors in order to meet service and financial objectives.
7. Lead on the commissioning, procurement and management of external support for the delivery of property and facilities management services and activities, including contracts, partnerships, joint ventures and other delivery vehicles as required.
8. To minimise the use of external consultants and agency staff across all Property Services.
9. Ensure the Council has clear, up-to-date and robust strategies and plans for property and property and facilities management including a Corporate Property Asset Management

Plan; Corporate Property Strategy; Facilities Management Strategy; Education Property Asset Management Plan and other such plans.

10. To provide a corporate lead on EMAS and to develop and manage an Energy Strategy for the City Council that embraces the public, private and business sectors.
11. Work jointly with relevant Directors to ensure effective links between strategies and plans for property and facilities management and those for other key services.
12. Lead on the development and management of major programmes and projects for the development, improvement and maintenance of the Council's land and property assets including schools.
13. To carry out additional responsibilities and projects as assigned by the Chief Operations Officer.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.

9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Neighbourhood Services	Post Number:
Reports to: Strategic Director – City Development & Neighbourhoods	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all services within the division including management of the Council's community services in order to build community capacity and increase social inclusion; the Council's activities to deliver the Strategy for Adult Skills & Learning; Sports Services; Customer Services; Libraries & Information Services; Community Safety; Community Services and the delivery of major community related projects.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, Strategic Director – City Development and Neighbourhoods and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To co-ordinate community safety activities across the range of Council services in order to meet Section 17 requirements of the Crime and Disorder Act 1998.
4. To ensure the effective working of the Leicester Partnership against Crime and Disorder and its various sub-groups e.g. Drug & Alcohol Action Team Partnership. And, to ensure that maximum use of funding opportunities are taken up and to monitor and evaluate spending by all of these partnerships.
5. To strengthen strategic co-ordination and implementation of policy by managing and co-ordinating the work of all the teams within the Division and establishing effective working relationships with relevant services and partners, particularly the Police, Health, Probation, Fire & Rescue and Crown Prosecution Service, Courts and the voluntary sector
6. To work with communities and stakeholders in order to provide a better and safer city and to determine the needs of victims and witnesses of anti-social behaviour and develop support plan responses in conjunction with other appropriate agencies.
7. To implement strategies aimed at removing barriers to cultural access and participation from all the city's communities. To improve health, wellbeing and community engagement through sport and to develop reading, learning, wellbeing and community engagement through library services.

8. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business

Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Environmental Services	Post Number:
Reports to: Strategic Director – City Development and Neighbourhoods	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Citywide Services and related activities including Waste Management, Recycling and Cleansing Services; Environmental Health including Trading Standards, Licensing & Building Control; City Warden Service; Environmental Crime and other Regulatory Services; and Parks and Open Spaces.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To lead on the delivery of projects which aim to mitigate the effects of climate change and adapt the City to changes as a result of climate change, and to promote home energy, safety and environmental awareness therefore reducing fuel poverty and the emission of noxious gases.
4. To chair the multi-agency Safety Advisory Group to ensure that effective safety measures are in place at citywide sports grounds.
5. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

Jobs and Careers



Director Job Description

Post Title: Director of Human Resources and Workforce Development	Post Number:
Reports to: Head of Paid Service	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development and continuous improvement of all Human Resources related activities including Workforce Development; Strategic HR and Strategic HR Business Partners; and Employment Services.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including significant human resource, organisational and workforce development related issues, legislative changes and best practice/innovative approaches to improved service delivery.
3. To provide support and advice to Divisional Directors in order to identify relevant human resource and workforce development related needs, and to develop effective resource plans to meet these needs.
4. To support the City Mayor, Mayoral Team, the Head of Paid Service, and Senior Management Team to develop and prioritise a workforce development and improvement plan and with them develop specialist expertise, methodologies and tools across the Council which support this including the development of specialist skills and capabilities within the Division.
5. To lead the delivery of flexible working across the Council to help contribute to the Council's effectiveness and efficiency.
6. To providing executive coaching support to the City Mayor, Mayoral Team, the Head of Paid Service, Senior Management Team and Divisional Director to increase leadership performance and effectiveness.
7. To work with Strategic Service Partners and Centres of Excellence to analyse key people trends and metrics (e.g. absence, turnover, salary costs) in the Council and to develop appropriate interventions, solutions, programmes and policies in response.
8. To promote a framework for the identification and training of potential leaders, the management of career paths and succession planning for Leicester City Council.
9. To contribute to the development of a strategy around partnership working and, in particular, the extent to which human resource and workforce development related

services can be shared across multiple organisations to increase collaboration and efficiency.

10. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.

12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director – Finance	Post Number:
Reports to: Head of Paid Service	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of all Finance services and related activities, including Accountancy; Divisional Finance Services; Financial Control; Revenues & Benefits; Strategic Procurement and Risk Management Services.
2. To provide accurate, timely and relevant financial and procurement advice to the City Mayor, Mayoral Team, the Head of Paid Service, and the Senior Management Team including legislative changes and best practice/innovative approaches to budgetary and financial management.
3. To contribute to ensuring that the Council has a coherent and comprehensive strategy on financial and physical resources which anticipate future needs.
4. To act as the authority's statutory finance officer under S.151 of the Local Government Act 1972.
5. To devise, promote, review and update the Council's overall financial strategy and policies.
6. To act as principal financial adviser to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team.
7. To ensure the Council has effective arrangements for budget management and financial administration.
8. To ensure the Council has an effective Strategic Procurement capacity. To use this capacity to further ensure that the Council's procurement activity contributes significantly to its savings, climate change and supporting local business agendas.
9. To establish and control an audit programme that ensures compliance with professional standards.
10. To oversee the Council's policy for treasury management and investments.
11. To oversee the council's arrangements for risk management and ensure effective insurance cover.

12. To carry out additional responsibilities and projects as assigned by the City Mayor, Deputy City Mayor and the Head of Paid Service.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.

13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

a) because of its salary level (or) **Yes**

b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? **Yes**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Director Job Description

Post Title: Director of Information and Customer Access	Post Number:
Reports to: Head of Paid Service	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of ICT across the Council; Information Management and Assurance; and the Council's Customer Access arrangements.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To oversee the operation of the Information Communication Technology activities and to ensure it aligns to the business objectives of the organisation.
4. To ensure the ICT services the Council needs are effectively procured and delivered.
5. To develop and oversee implementation of the council's ICT, Information Management and Assurance, and Customer Access Strategies.
6. To oversee the robust management and delivery of any externally provisioned services.
7. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the City and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils it's legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

- | | |
|--|------------|
| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

Jobs and Careers



Director Job Description

Post Title: Director – Delivery, Communications and Political Governance	Post Number:
Reports to: Head of Paid Service	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development and continuous improvement of all services and activities within the division which include responsibility for delivery support for the City Mayoral Programme, performance management, partnership working, research and intelligence, strategic planning and commissioning, programme and project management, change and improvement, policy development, equalities, community languages, electoral and members support related services including committee support and political decision making, and communications.
2. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
3. To lead and advise on the development of key Council and partnership delivery and improvement plans which support the Council's vision and strategic priorities, and support the City Mayor, Mayoral Team, Head of Paid Service and Senior Management Team to monitor and review these plans.
4. To support the City Mayor, Mayoral Team, Head of Paid Service and Senior Management Team to develop an agreed portfolio of projects and programmes which appropriately aligns to the strategic priorities, and to effectively monitor and evaluate the performance of this portfolio. In support of this, will ensure that the right skills, capabilities, tools and approaches are established which will enable a consistent and rigorous approach to project and programme management and ensure the realisation of planned benefits.
5. To lead the management and delivery of high quality, consistent and effective research and intelligence, policy development, communication, community consultation and engagement services to inform strategic planning, commissioning and service delivery across the Council.
6. To lead the management and development of the City Mayor's, Deputy City Mayor's and Assistant City Mayors support to enable them to carry out their roles as defined in the agreed job descriptions and to link effectively to wider support and administrative roles across the Council.
7. To establish, lead and manage functions which support consistent and effective strategic planning and commissioning, research and intelligence, programme and project

management, partnership working and organisational development, improvement work, including a Corporate Portfolio Management Office for the City Mayor, Deputy City Mayor and the Head of Paid Service.

8. To strategically lead the organisation in analysing equality and diversity implications across the Council and in the effective translation into policy, strategic plans and service delivery.
9. To lead the monitoring and evaluation of the delivery of the Mayoral programme, the organisations effectiveness and the contribution to citywide objectives through the development, management and maintenance of a corporate performance management framework and system for the Council, and lead on ensuring robust data quality in relation to the performance monitoring information.
10. To act as the Electoral Appointee to the council in relation to Electoral duties and in doing so act as the Council's Electoral Registration Officer, Returning Officer and Acting Returning Officer for elections.
11. To lead the management and development of electoral registration and election process to ensure that local people are fully able to exercise their right to vote.
12. To lead the management and development of administration across the Council including administration of Council decision making arrangements and services to ensure that Council Members and Officers are able to carry out their roles effectively and efficiently.
13. To lead the management and development of the civic and ceremonial service, to ensure Leicester is promoted with appropriate dignity and style.
14. To act as the Council's lead on Emergency Management so ensuring that the Council is able to fulfil its role in major emergencies planning and that proportionate and appropriate responses to risk management are in place.
15. To carry out additional responsibilities and projects as assigned by the City Mayor, the Head of Paid Service and Strategic Director.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.
3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective

delivery of services.

5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the division, and as Line Manager to be responsible for performance management and developing the capability of Heads of Service and other direct reports.
7. To ensure positive internal and external communications on divisional services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors.
8. To ensure, with the City Solicitor & Head of Standards, that the Council fulfils its legal and audit related obligations in the delivery of services and is statutorily compliant. This responsibility extends to cross divisional working.
9. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
10. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
11. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
12. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
13. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

- | | |
|--|------------|
| a) because of its salary level (or) | Yes |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**

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Jobs and Careers



Post Title: Head of Standards & City Solicitor	Post Number:
Reports to: The Head of Paid Service	Date:

SERVICE SPECIFIC RESPONSIBILITIES

1. To lead the management, development, performance and continuous improvement of Legal Services and registrations and coronial services, including ensuring that local government law is complied with and understood and ensuring that the Council is adequately represented in court.
2. To act as City Solicitor, ensuring all the implications of local government law are complied with and understood, including adequately representing the Council in court.
3. To hold the responsible officer role of Monitoring Officer for the Council as required by the relevant Legislation.
4. To be responsible for monitoring and regulating the behaviour and conduct of all elected representatives ensuring Elected Members operate within their delegated decision framework and that they adhere to appropriate standards and the code of conduct.
5. To provide accurate, timely and relevant advice to the City Mayor, Mayoral Team, the Head of Paid Service, Senior Management Team and other key organisational decision makers as appropriate on those aspects of the agenda for which the post holder has lead responsibility, including legislative changes and best practice/innovative approaches to improved service delivery.
6. Lead the management and development of the Registration Service to ensure that records of birth, marriages and deaths are accurate and accessible.
7. To carry out additional responsibilities and projects as assigned by the City Mayor or the Head of Paid Service.

KEY CORPORATE RESPONSIBILITIES

1. To support the City Mayor, Mayoral Team, and the Head of Paid Service to deliver the vision and preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the division when doing so.
2. To be accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the division, its resources and allocated budgets, through divisional service delivery, efficiency and improvement plans as required. Services must

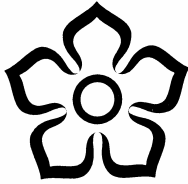
be driven by quality and customer focus and be determined by the needs of the people and different communities of the City.

3. To work with the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team as required to develop and implement strategic programmes of activity, ensuring where necessary the operational alignment of services, to increase outcomes in the priority areas for the Council and the Leicester Partnership and ensure operational alignment of services.
4. To develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, to improve the quality of life of local people and to support the regeneration of the City, the Council and the effective delivery of services.
5. To support the City Mayor, Mayoral Team, the Head of Paid Service and Senior Management Team to ensure effective partnership working across all Council services and external partnerships in order to meet customers' needs, deliver corporate strategies and achieve local objectives.
6. To be responsible for the implementation of the individual performance management process within the service, and as Line Manager to be responsible for performance management and developing the capability of all direct reports.
7. To ensure positive internal and external communications on services, performance and initiatives, seeking and giving feedback to customers, partners and other stakeholders where necessary. This should be done in collaboration with relevant other Directors or Heads of Service as required.
8. Harness the benefits and respond to the challenges of Leicester's diverse population and workforce, developing and implementing strategies aimed at removing barriers to access and participation facing all the City's communities.
9. To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
10. Support and develop effective partnership working with relevant City, sub-regional, regional and national bodies.
11. To contribute as appropriate to the Council's Emergency Planning and Business Continuity arrangements.
12. To comply with responsibilities placed on directors by contract procedure rules, financial procedure rules, and the Council constitution.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, either

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Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? **No**



Leicester
City Council

EIA for the Organisational Review of the Senior Management Structure– 2011

Part 1: proposals for service changes to the customer.

1. Describe the proposed service change.

The new structure proposals create four new departments each headed up by a Strategic Director. Line management responsibility for the Strategic Directors lies with the Head of Paid of Service, City Mayor and Deputy Mayor. The Strategic Directors and Head of Paid service will have strategic, operational financial and managerial responsibility and accountability for a portfolio of services and council wide priorities.

2. Present a profile of the current service customers (see question 5 for internal customers). Indicate whether they are economically or socially disadvantaged (how we define what constitutes deprivation). If so, how disadvantaged are they (those on benefits; those reliant on state services - measures which alleviate deprivation)?

The current service customers will be the population of Leicester and well as internal customers, including Elected Members and all staff within the council.

The gender profile of the population Leicester* and LCC staff is given in Table 1

Table 1

	Male		Female		Total
		%		%	
Population of Leicester	134790	48.2	145133	51.8	279923
Leicester City Council Staff	5963	39.5	9132	60.5	15095

The ethnicity profile the population of Leicester* and LCC staff is given in Table 2

Table 2

Section	White British / Other		BME		Unknown/Not Given		Total
		%		%		%	
Population of Leicester	178739	63.9	101184	36.1	-		279923
Leicester City Council Staff	8426	55.8	3481	23.1	3188	21.1	15095

* figures for population of Leicester are from 2001 Census and Leicester City Council staff from the Report of the Director of Human Resources on The Council' Employment Profile presented to SMB 27th October 2009

3. What is the impact of the proposed service change on the current customers? Which customers will be affected? How will they be affected?

The review creates a structure which fits with the new model of political governance and will result in clearer lines of accountability than the previous matrix management model. Giving full strategic and operational responsibility along with responsibility for a portfolio of services to strategic directors will help to create and maintain an effective corporate approach to cross cutting work and should result in an improvement in the quality of services to the public.

4. Would this have an adverse impact on any particular group of customers? In what way? Describe as fully as possible.

Although this review results in a reduction in capacity at director level driven by the financial savings targets to be achieved, the bringing together of some the divisions in the way suggested in the proposals creates better synergies and should result in improvement in services overall.

5. Will the proposed change have an impact on internal customers?

No

6. If there are any adverse impacts, how would you mitigate any adverse impact identified?

Part 2: impact of service change proposals on staff

1. Describe how the proposed service change will affect the present staff complement.

The proposals will result in a reduction of Senior management posts from 25 to 20. Due to a number of voluntary redundancies being approved, there are 20 existing post holders and 20 posts in the new structure. 2 of these posts are at a lower level director grade. There are 3 situations where staff will be in direct competition for posts and therefore there is the potential for a number of staff to be displaced. The posts at the lower level director grade may not be suitable alternatives for 'matching' or redeployment due to the salary level

2. Present a profile of current service staff, by tier and by demographic characteristics. How representative are staff compared to the population of the city?

Gender

Male		Female		Total	
	%		%		%
7	35	13	65	20	100

This compares favourably with the gender profile of council employees given above (40:60)

Ethnicity

White British/ White Other		BME		Unknown/ Not Given/ Other		Total	
	%		%		%		%
20	100					20	100

BME staff are not represented at this level.

3. What is the impact of the proposed service change on the current staff complement? Which staff will be affected? How will they be affected? What will be the impact of the proposed staff changes on the representative workforce profile of the service?

In the proposed placements for the review there are 3 competitive situations involving 6 members of staff as follows:

2 White males competing for one post - 1 white male will be displaced.

2 white females competing for one post – 1 white female will be displaced- this is currently on hold

1 White female and 1 white male competing for one post – displacement unknown.

There are also a number of staff who will be placed subject to competency interview.

The gender / ethnicity breakdown is as follows:

5 white females and 2 white male.

The gender / ethnicity breakdown of staff assimilated directly without interview is.

5 white females and 2 white males.

4. Would this proposed change have any adverse impact on any particular group of staff? In what way? Describe as fully as possible.

This will not be known until after placement is completed.

5. If there are any adverse impacts, how would you mitigate any adverse impact identified?

The interview process will be conducted in line with Council policy for appointment of directors – i.e. Member appointments.

The panel will be advised by HR

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