

'SERVICE MANAGERS' REVIEW – FORMAL CONSULTATION REPORT

1. PURPOSE OF THIS REPORT

To seek formal comments on CLT's draft proposals and suggested timetable for the 'Service Managers Review'.

To recommend that following this formal consultation, confirmation of revised structure is sought from Cabinet on 18 January 2011.

2. SUGGESTED SCOPE AND TIMESCALE

It has been agreed by Full Council that a review of Service Managers will be undertaken between November 2010 and January 2011. This should enable any savings generated to be included in the budget for next year, and for implementation to take place early in the 2011/12 financial year.

Reviewing Service Managers in complete isolation from the rest of the structure is unlikely to provide the optimum result for either the council or employees. Whilst it is not possible (or necessary) to review the entire structure of the council by January 2011, this review is carried out in parallel with a number of other ongoing staffing reviews that will impact on the roles of Service Managers. Where these reviews are currently taking place, this is signalled in this consultation report, although as referred to in paragraph 3, further reviews that impact on roles of managers may be required once the detail of the Comprehensive Spending Review announced on 20 October 2010 is understood.

The proposals in this report take account of views expressed by both Management and Consultees during consultation on the Senior Management review in September 2010, relating to the capacity of the council at the Service Manager level. It was recognised at that time that the reduction in the senior management structure at Head of Service and above would have implications on the work of Service Managers and as a consequence it was necessary to retain capacity and professional expertise at that level sufficient to discharge service responsibilities effectively, and to allow Heads of Service to operate more strategically. As a result a significant reduction in the number of Service Manager posts is not proposed in this report.

It is recommended in this report that only those employees reporting directly to Heads of Service and above should in future be designated as 'Managers', which will require a re-designation of some current officers who currently have the title of managers, but who occupy positions at a lower point in the structure. It is also recommended that the title 'Service Manager' is replaced by the title 'Team Manager' in the new structure to reflect better the nature of their work in managing teams to secure improved service outcomes.

The proposed timetable for the review is as follows:

- Preparation of 'formal consultation document' – CLT – **16 November 2010.**
- Formal consultation - **19 November 2010 to 10 December 2010 (noon).**
- Agreement of Draft Cabinet report with final proposals and any affected staff to be placed 'at risk' – CLT – **14 December 2010.**
- Cabinet meeting – **18 January 2011.**

3. INITIAL PROPOSALS FOR CONSULTATION

An outline structure is set out below, and in the Appendices to this report. Consultees are invited to provide comments by **10 December 2010 (noon) to Mike Murphy, HR Manager.**

It should be noted that this review is intended to create an identifiable managerial level in the organisation called 'Team Manager' with the intention of giving collective responsibility for identified cross-council projects and programmes, as delegated from time to time by CLT. All officers at this level will be expected to take corporate responsibilities in addition to their specific service responsibility, including full participation in 'out of hours' rotas, to give greater resilience and it is intended that this will be reflected in revised job profiles for all the posts identified below.

In addition to the above, and to reflect the uncertain financial picture facing all public authorities, the 'Team Manager' Structure will inevitably be subject to continuous review to match council priorities with available resources. This may require further changes to posts at this level, which will be consulted upon and actioned through individual service reviews as circumstances require.

SERVICES DIRECTORATE

A. Head of Community Services

- **Leisure Services Team Manager**

This post will continue to manage the Council's leisure function and will also take on the management of parks and grounds staff and the sports and physical activity team. Given the links to parks and grounds, the Environmental Development officer will also locate to this team (from the former Street Scene team). The review of how leisure services should be delivered in the future will be completed during 2010/11 and the implications for this post (if any) will be considered further at that time.

- **Cultural Services Team Manager**

No immediate change to the existing post, other than taking line responsibility for 'children's services'. However, cultural services will be subject to further review during 2011/12.

- **Environmental Health Team Manager**

This post will replace the current post of Commercial Services Manager and will take on some limited responsibilities of the Environmental Services Manager. Therefore role will be substantively the same as the existing Commercial Services Manager's post. This post-holder will need to be an Environmental Health Officer. An opportunity will be taken to transfer some staff currently in the Environmental Services area to a new public protection team (see below).

- **Public Protection Team Manager**

This is a new post which will take responsibility for a number of the Environmental Services functions, including Private Sector Housing and Pest Control and will also draw staff from Street Scene, the Operations Team (a

rapid response street cleansing team) and Development Control to provide a holistic enforcement service at 'street level'. It is suggested that this Manager needs to be an Environmental Health Officer to provide professional cover and greater resilience in the council in the absence of the Environmental Health Manager. The new public protection team will be brought together during Quarter 4 of 2010/11.

- **Waste Team Manager**

This post will replace the current Operations Manager, Waste Strategy Manager (who is not a designated Service Manager) and the Streetscene Manager. It will focus on Waste issues and therefore an expertise in waste issues would be preferred, but will also assume responsibility for managing the Council depot and fleet.

B. Head of Planning and Engagement

- **Planning and Development Team Manager**

This post will replace the current Development Control Manager following a full restructure of the service. The restructure will be conducted alongside this review. However, following that review it is proposed to transfer out the remaining planning enforcement function (to the public protection team) and land charges to Building Control.

- **Building Control Team Manager**

This post provides a shared service with Hinckley and Bosworth Borough Council and will remain largely unchanged. However the post will assume responsibility for the Land Charges function and will be expected to provide this service with greater resilience. It is expected that this role will continue to be shared with Hinckley and Bosworth Borough Council. If the shared arrangement (or an equivalent arrangement) does not continue, this role will need to be subject to further review during 2011/12.

- **Planning Policy Team Manager**

This post replaces the Planning Policy and Regeneration Team Manager but no change is proposed to the functions of this post although the post may pick up additional reports as a consequence of the Neighbourhoods and Communities review.

- **Housing Strategy Team Manager**

This post replaces the current posts of Housing Futures Manager. This area of service is subject to further review during 2011/12

- **Stronger and Safer Communities Team Manager**

This post will replace the post of Community Planning Manager. The new post will be responsible for coordinating the Council's locally based teams focusing on improving local services through community participation and co-production of improved services as well as Community Safety and Equalities. The creation of this post will involve bringing together a number of existing teams and is subject to the outcome of the ongoing review of these services, which was suspended pending the production of this consultation report.

Proposals for Stronger and Safer Communities are therefore being circulated in parallel with this report

C. Head of Housing and Customer Services

- **Performance and Business Support Team Manager**

This post replaces the current posts of Performance and Business Support Manager and Corporate Customer Services Manager. It takes on board all customer services for the council and the monitoring of all council performance. It is therefore proposed as part of this review that all performance lead posts will transfer to this team and will be subject to a more detailed review in the first quarter of 2011.

- **Housing (Management) Team Manager**

No change to existing post.

- **Housing (Maintenance) Team Manager**

No change to existing post, subject to the outcome of a review of the structure of this service area in Q1 of 2011/12

- **Housing (Older Persons) Team Manager**

No change to existing shared post

CHIEF EXECUTIVE DIRECTORATE

D. Head of Finance (S151 Officer)

- **Finance Team Manager (and Deputy Section 151 Officer)**

No change to existing post.

- **Revenues and Benefits Team Manager**

This post will be removed from the new structure once the shared service begins to operate

- **ICT Team Manager**

No change to existing post

E. Head of Legal and Support Services (Monitoring Officer)

- **Legal Team Manager (and Deputy Monitoring Officer)**

No change to existing post

- **Democratic and Support Services Team Manager**

Existing post but following completion of a review of the Council's support services in 2011 this post may also be required to manage the Council's support functions.

- **External Relations Team Manager**

This replaces the current post of marketing and communications manager and subject to discussions with Charnwood Borough Council will continue to manage the current shared service arrangement. The council needs to move away from a traditional communications approach to one which recognises the need to engage and involve the council's wide range of external stakeholders. This will require using a range of metrics and evaluation techniques to both monitor the views key players and wider stakeholders have of the Council and measure the effectiveness of Public Relations activity, including media relations and project work, campaigns and public consultation.

This post will lead the communications function, the use of digital (e-comms) tools and techniques (including social media and networking), media relations and stakeholder management and analysis. The use of appropriate networks to stimulate a greater two way flow of 'intelligence' and bring those views to the council in developing its service priorities will be essential. The post will work and think strategically and maximise opportunities to build partnerships and relationships with businesses, the voluntary sector and community groups, as well as the wider public and council staff (internal).

F. Human Resources Team Manager

As part of the senior management structure this post was positioned under the line management responsibility of the Head of Legal and Support Services. Following further consideration, it is important that this be changed to report directly to the Chief Executive to reflect the Chief Executives responsibilities as Head of Paid Service.

Draft Job Profiles for each of the 5 new Team manager posts are attached at Appendix D.

4. IMPLICATIONS

There are currently 27 posts identified as service managers (Grades I and H), after deletion of the Audit Managers post from the establishment. The audit service is currently subject to discussions with Blaby Council to create a shared service, and so has been omitted from this review pending the outcome of these discussions.

The above proposals cover 23 of these posts, which will be replaced by 21 posts in the suggested structure. Appendix A sets out how the proposals in this report will affect existing Service Managers. Appendix C sets out a revised structure chart for the attention of Consultees.

This should save approximately £0.1m per annum with on-costs, before accounting for termination costs and the re-evaluation of salary levels where appropriate. The remaining 4 current 'service manager' posts are as follows:

- Procurement and Partnerships Manager
- Principal Solicitor
- Responsive Repairs Manager
- Town Centre Manager

It is not envisaged that these posts will become Team Managers. As indicated earlier a number of other posts are also designated as 'Manager', which must be re-designated to avoid confusion. There are currently 26 such posts, one of which (the Waste Strategy Manager) is covered by the above proposals, and the remaining 25 posts will therefore be re-named as set out in Appendix B

The parallel reviews being conducted into individual services will also produce financial savings, although these cannot be quantified at this stage, but the level of savings expected from each of those reviews will be set out in the respective review documents.

The new posts created as a consequence of this review will be ring-fenced initially to any employees who are "at risk" under the terms of the Employment Stability Policy. The provisions of the Employment Stability Policy relating to guaranteed interviews where the individual meets the essential criteria for the job, etc will apply.

5. CONSULTATION

Responses are requested by noon on 10 December 2010 to Mike Murphy, HR Manager on the following:

- **The creation of a designated level of 'Team Manager' in the Council, with collective responsibilities for work delegated from time to time by CLT, as well as specific service responsibilities.**
- **That all Team Managers report directly to a Head of Service and above, and that no other council officer be designated as a 'Manager'.**
- **The structure set out in paragraph 3 of this report and Appendices A to C.**

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
SERVICE MANAGERS**

APPENDIX A

New Job Title	Name	Position	Comment
Leisure Services Team Manager	Jason Knight	Leisure Facilities Manager	Slotted in
Cultural Services Team Manager	Goff Lewis	Cultural Services Manager	Slotted in
Environmental Health Team Manager	Lee Mansfield	Commercial Services Manager	Slotted in
Public Protection Team Manager			New post
Waste Team Manager			New Post
Planning and Development Team Manager	Chris Elston	Development Control Manager	Slotted in
Building Control Team Manager	David Darlington	Building Control Manager	Slotted in
Planning Policy Team Manager	Ian Nelson	Planning Policy & Regeneration Manager	Slotted in
Housing Strategy Team Manager	Sue Hallam	Housing Futures Manager	Slotted in
Stronger and Safer Communities Team Manager			New post
Performance & Business Support Team Manager			New post
Housing (Management) Team Manager	Amanda Harper	Housing (Management) Manager	Slotted in
Housing Maintenance Team Manager	Andy Nickels	Housing (Maintenance) Manager	Slotted in
Housing (Older Persons) Team Manager	Clive Taylor	Housing (Older Persons) Manager	Continue Shared Service
Finance Team Manager & Deputy S151 Officer	Pritesh Padaniya	Finance Manager	Slotted in
Revenues & Benefits Team Manager	Sue Williams-Lee	Revenues and Benefits Manager	Slotted in
ICT Team Manager	Phil Clark	ICT Manager	Slotted in

New Job Title	Name	Position	Comment
Legal Team Manager & Deputy Monitoring Officer	Jane Cotton	Legal Manager	Slotted in
Democratic and Support Services Team Manager	Melanie Phillips	Democratic Services Manager	Slotted in
External Relations Team Manager			New post
HR Team Manager	Mike Murphy	HR Manager	Slotted in

At risk

Name	Current job title
Graham Hibbett	Operations Manager
Paul Coates	Waste Strategy Manager
Lindsay Weaver	Streetscene Manager
Phil Wilson	Community Planning Manager
Emma Sparkes	Performance & Business Support Service Manager
Matt Rockley	Corporate Customer Services Manager
Caroline Richardson	Marketing & Communications Manager
Gareth Crossley	Environmental Services Manager

NEW POSTS**Public Protection Team Manager****Waste Team Manager****Performance & Business Support Team Manager****Stronger and Safer Communities Team Manager****External Relations Team Manager**

Service Managers – Other Posts

Service Managers		comment
Procurement & Partnerships Manager	Subject to review	Post to be renamed: Procurement and Partnerships Officer
Principal Solicitor	No change	
Responsive Repairs Manager	Re-designate	Post to be renamed: Responsive Repairs Supervisor
Town Centre Manager	Post to be reviewed during 2011/12. In the short term post to be re-designated.	Post to be renamed: Town Centres Officer

Other posts designated as ‘Manager’

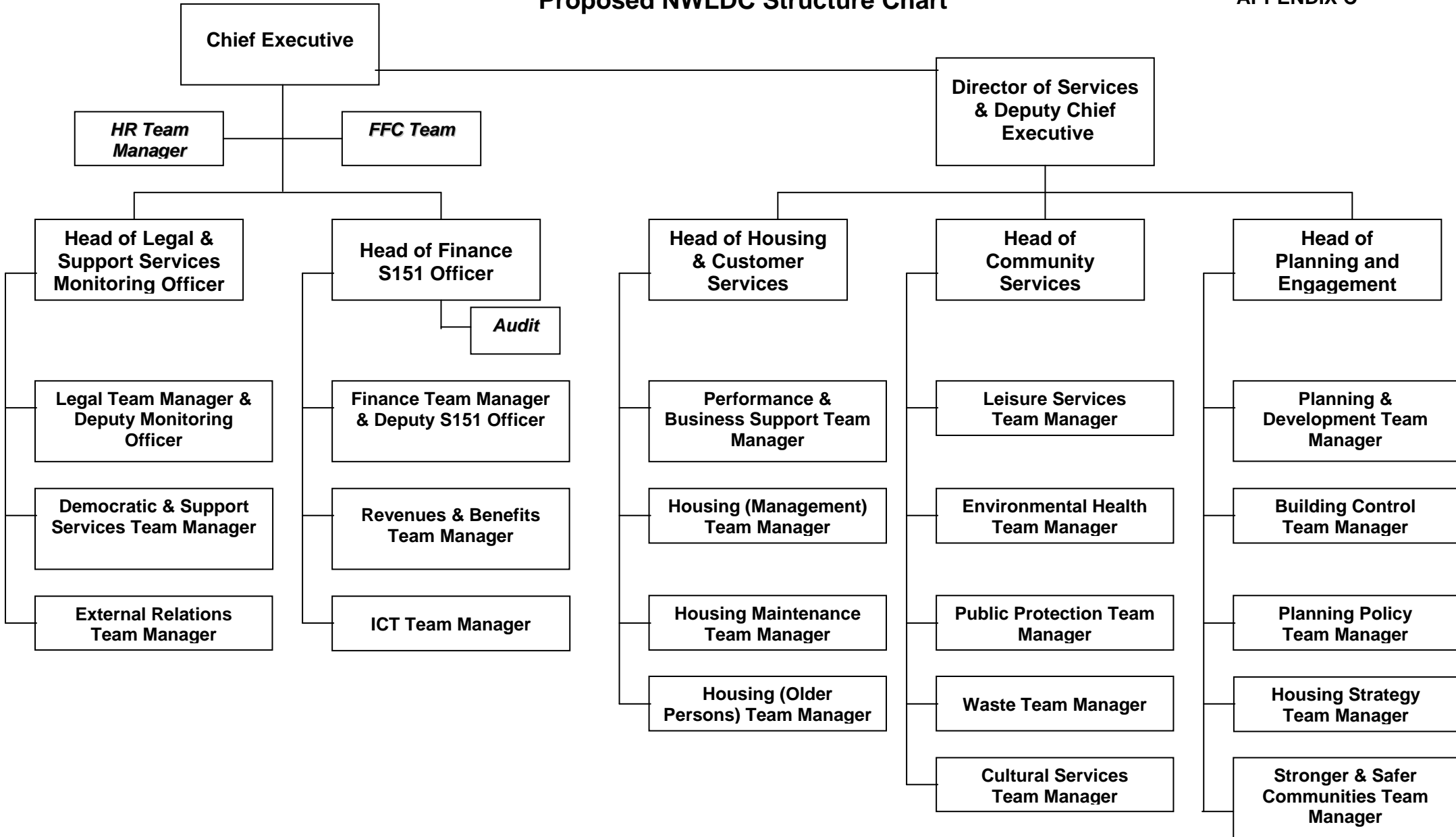
Other ‘Manager’ Posts		comment
Cleansing and Refuse Manager	Re-designate	Post to be renamed: Cleansing and Refuse Supervisor
Cleansing Manager	Re-designate	Post to be renamed: Cleansing Officer
ICT Support Manager	Re-designate	Post to be renamed: ICT Support Supervisor
ICT Infrastructure & Sec Manager	Re-designate	Post to be renamed: ICT support and Sec Supervisor
Planned Investment Manager	Re-designate	Post to be renamed: Planned Investment Supervisor
Repairs Production Manager	Re-designate	Post to be renamed: Repairs Production Supervisor
Financial Systems Manager	Re-designate	Post to be renamed: Financial Systems Officer
Project Manager (Services Transformation)	Re-designate	Post to be renamed: Project Officer (Service Transformation)
Parks Manager	Re-designate	Post to be renamed: Parks

		Supervisor
Centre Manager (HLC)	Re-designate*	Post to be renamed: Centre Supervisor (HLC)
Centre Manager (HPLC)	Re-designate*	Post to be renamed: Centre Supervisor (HPLC)
Sports and Physical Activities Manager	Re-designate	Post to be renamed: Sports and Physical Activities Supervisor
Community Safety Manager	To be considered as part of parallel neighbourhoods and communities review	
Operations Manager (Leisure Centres)	Re-designate*	Post to be renamed: Operations Officer
Business Development Manager (Leisure Centres)	Re-designate*	Post to be renamed: Business Development Officer
Food and Beverage Manager (Leisure Centres)	Re-designate*	Post to be renamed: Food and Beverage Officer
Senior Community Leisure Manager	Re-designate	Post to be renamed: Senior Community Leisure Officer
Community Leisure Manager (Ibstock)	Re-designate	Post to be renamed: Community Leisure Officer (Ibstock)
Duty Managers (Leisure Centres) -6 posts	Re-designate*	Posts to be renamed: Duty Officers
Relief Duty Managers (Leisure Centres) – 5 posts	Re-designate*	Posts to be renamed: Relief Duty Officers
Town Centre Operations Manager	Re-designate	Post to be renamed: Town Centre Operations Officer
Neighbourhoods Manager	Re-designate	Post to be renamed: Neighbourhoods Officer
Wardens Manager	Re-designate	Post to be renamed: Wardens Supervisor
Street Environment Manager	Re-designate	Post to be renamed: Street Environment Officer
Assistant Depot Manager	Re-designate	Post to be renamed: Assistant Depot Officer

(* Subject to outcome of market testing)

Proposed NWLDC Structure Chart

APPENDIX C



JOB PROFILE	Job Title	Public Protection Team Manager
	Grade	Band I – Subject to Job Evaluation
	Salary	<i>TBC</i>
	Date	November 2010

MAIN PURPOSE

- Providing dynamic and positive leadership in managing staff / teams allocated with this post i.e. resolving nuisance issues, private sector housing enforcement, pest control, unauthorised developments, car parking and rapid response street cleansing.
- Ensure all services are efficient, economical and effective in how they are delivered by maximising opportunities to be delivered through partnership and local / area working.
- Play a corporate role within the Organisation to ensure the Council is highly regarded by the Community Staff, business and elected Members.
- To provide a lead on the Council's street level nuisance and enforcement issues
- To provide resilience in the Community Service and where necessary provide technical support to the Environmental Health Team

SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. Leadership – play a key role within the organisation in modelling the values of the Council at all times. Also provide strong and motivating leadership of the service teams reporting to the post whilst undertaking management responsibilities commensurate with this post e.g. appraisals, service and financial planning, communications, performance management, health and safety and risk management.
2. Challenge – to positively manage ongoing improvements within their services by recognising the achievements of individuals and teams whilst encouraging creativity and learning from the past. Develop and deliver Value for Money reviews as required.
3. Financial and Corporate Governance – ensure that the financial and corporate governance controls are implemented whilst seeking ongoing areas for improvement.
4. Corporate strategies – ensure Council's strategies / plans are delivered whilst seeking ongoing areas for improvement. Including those set out in the Council's Constitution specifically relating to this role.

5. Elected Members – working with Members to assist their understanding and engagement of services and with appropriate support regarding their casework
6. Procurement – ensure that all procurement procedures meet EC and other statutory requirements, resulting in efficient and effective provision of good services .
7. Development / Training – ensure that staff receive effective and relevant development / training appropriate to the needs of the organisation. Provide training and sharing of best practice and learning across the Council.
8. To promote equal opportunities in service delivery and employment practices.
9. Corporate – to support the Council's Category 1 response to integrated emergency management and participate in the on-call out of hours 'Forward Liaison Managers rota"
10. General – such other duties required consistent with the general level of responsibility of the post.
11. To manage the delivery of the Council's duties in respect of Noise Control, Contaminated Land, Private Sector Housing, Drainage, Pest Control and Animal Welfare
12. To manage the Council's functions in respect of Car Parking, Environmental Crimes Enforcement, Burials and Public Conveniences.
13. To be responsible for the day-to-day operation and investigation of breaches of planning control
14. To assess and make recommendations on matters arising from complaints about unauthorised development and other breaches of planning legislation.

EDUCATION, KNOWLEDGE AND EXPERIENCE

Criteria	Essential requirements
Education or relevant training	Evidence of continued professional development and Membership of an approved professional body, and degree or diploma (or equivalent) in Environmental Health
Knowledge and experience	<p>A track record of consistent and demonstrable achievement at a management level</p> <p>A track record of leading, motivating and managing teams to achieve high performing and significant sustainable improvement and outstanding results, through internal and external partnerships</p> <p>Experience and a proven track record of the initiation and management of change through innovation and transformation of service delivery</p> <p>Experience of providing visible and supportive leadership, empowering, enabling, motivating and developing a team and its members</p> <p>A clear understanding of the context of potential challenges facing the public sector to reduce costs, whilst minimising the effects on front line services</p> <p>Experience of influencing corporate initiatives</p> <p>Experience in the preparation and presentation of complex policy</p>

	<p>documents to non technical audiences</p> <p>Experience of effective management of human and financial resources</p> <p>A good understanding of political processes and of working with officers and elected members (or equivalent in an alternative public sector or private sector environment)</p> <p>Evidence of establishing an effective performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and staff management</p> <p>Knowledge of the legislative framework relating to the provision of services in the relevant area of work</p> <p>Evidence of excellent previous attendance record (excluding disability related absence).</p> <p>Experience of leading a multi-disciplinary team</p> <p>Experience of dealing with investigations and ,making recommendations for action</p> <p>Experience of dealing with and a demonstrable track record of resolving difficult environmental enforcement issues.</p>
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COMPETENCIES AND ABILITIES

1. Leadership and effective change management skills, energy, determination, positivity, self awareness, with resilience to cope with the demands of the role.
2. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
3. Political awareness, with the ability to support elected members.
4. A good understanding of public accountability.
5. An ability to innovate and lead in the transformation of service delivery
6. A good communicator, networker and achiever, capable of building and communicating a shared vision of the Council.
7. Excellent written skills to formulate reports, policies and other documentation on complex issues.
8. Excellent inter-personal skills to manage diversity and to influence and motivate staff effectively.
9. An ability to communicate at all levels to audiences of different backgrounds, knowledge, experience and expectations.
10. An ability to produce high quality outputs to exacting deadlines, amidst conflicting demands.
11. An ability to lead in the continuing process of culture change, responding to constraints with a 'can do' attitude to work
12. To engage with customers, service users and members by using established and emerging technologies, and to promote e-transactions as the property access channel when reviewing and developing services.
13. An ability to personally use new technology and software appropriate to the job role.

JOB PROFILE	Job Title	Waste Team Manager
	Grade	Band I – Subject to Job Evaluation
	Salary	<i>TBC</i>
	Date	November 2010

MAIN PURPOSE

- Providing dynamic and positive leadership in managing staff / teams allocated with this post i.e. refuse collection, recycling, trade waste collection, street cleansing, fleet management & maintenance and depots.
- Ensure all services are efficient, economical and effective in how they are delivered by maximising opportunities to be delivered through partnership and local / area working.
- Play a corporate role within the Organisation to ensure the Council is highly regarded by the Community Staff, business and elected Members.
- To lead on meeting the Council's obligations within the Leicestershire Municipal Waste Management Strategy.

SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. Leadership – play a key role within the organisation in modelling the values of the Council at all times. Also provide strong and motivating leadership of the service teams reporting to the post whilst undertaking management responsibilities commensurate with this post e.g. appraisals, service and financial planning, communications, performance management, health and safety and risk management.
2. Challenge – to positively manage ongoing improvements within their services by recognising the achievements of individuals and teams whilst encouraging creativity and learning from the past. Develop and deliver Value for Money reviews as required.
3. Financial and Corporate Governance – ensure that the financial and corporate governance controls are implemented whilst seeking ongoing areas for improvement.
4. Corporate strategies – ensure Council's strategies / plans are delivered whilst seeking ongoing areas for improvement. Including those set out in the Council's Constitution specifically relating to this role.
5. Elected Members – working with Members to assist their understanding and engagement of services and with appropriate support regarding their casework

6. Procurement – ensure that all procurement procedures meet EC and other statutory requirements, resulting in efficient and effective provision of good services.
7. Development / Training – ensure that staff receive effective and relevant development / training appropriate to the needs of the organisation. Provide training and sharing of best practice and learning across the Council.
8. To promote equal opportunities in service delivery and employment practices.
9. Corporate – to support the Council's Category 1 response to integrated emergency management and participate in the on-call out of hours 'Forward Liaison Managers rota'
10. General – such other duties required consistent with the general level of responsibility of the post.
11. To advise on appropriate waste management policies necessary for the Council to meet its obligations within the Leicestershire Municipal Waste Management Strategy and to ensure national targets are met.
12. To manage the day to day operation of the refuse and recycling service in order to meet the strategy targets and to maintain the high levels of customer satisfaction.
13. To provide an efficient street cleansing service in order to assist in improving the quality of the local environment.
14. To ensure the effective and efficient procurement, maintenance and utilisation of the Council's vehicle fleet.
15. To ensure the effective and efficient use of the Council's depots and recycling facilities.

EDUCATION, KNOWLEDGE AND EXPERIENCE

Criteria	Essential requirements
Education or relevant training	Educated to degree level with evidence of continued professional development and an appropriate refuse or recycling qualification.
Knowledge and experience	<p>A track record of consistent and demonstrable achievement at a management level</p> <p>A track record of leading, motivating and managing teams to achieve high performing and significant sustainable improvement and outstanding results, through internal and external partnerships</p> <p>Experience and a proven track record of the initiation and management of change through innovation and transformation of service delivery</p> <p>Experience of providing visible and supportive leadership, empowering, enabling, motivating and developing a team and its members</p> <p>A clear understanding of the context of potential challenges facing the public sector to reduce costs, whilst minimising the effects on front line services</p> <p>Experience of influencing corporate initiatives</p> <p>Experience in the preparation and presentation of complex policy</p>

	<p>documents to non technical audiences</p> <p>Experience of effective management of human and financial resources</p> <p>A good understanding of political processes and of working with officers and elected members (or equivalent in an alternative public sector or private sector environment)</p> <p>Evidence of establishing an effective performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and staff management</p> <p>Knowledge of the legislative framework relating to the provision of services in the relevant area of work</p> <p>Evidence of excellent previous attendance record (excluding disability related absence).</p> <p>A minimum of 3 years experience in the strategic and operational management of waste and related services.</p>
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COMPETENCIES AND ABILITIES

1. Leadership and effective change management skills, energy, determination, positivity, self awareness, with resilience to cope with the demands of the role.
2. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
3. Political awareness, with the ability to support elected members.
4. A good understanding of public accountability.
5. An ability to innovate and lead in the transformation of service delivery
6. A good communicator, networker and achiever, capable of building and communicating a shared vision of the Council.
7. Excellent written skills to formulate reports, policies and other documentation on complex issues.
8. Excellent inter-personal skills to manage diversity and to influence and motivate staff effectively.
9. An ability to communicate at all levels to audiences of different backgrounds, knowledge, experience and expectations.
10. An ability to produce high quality outputs to exacting deadlines, amidst conflicting demands.
11. An ability to lead in the continuing process of culture change, responding to constraints with a 'can do' attitude to work
12. To engage with customers, service users and members by using established and emerging technologies, and to promote e-transactions as the property access channel when reviewing and developing services.
13. An ability to personally use new technology and software appropriate to the job role.

JOB PROFILE	Job Title	Performance and Business Support Team Manager
	Grade	Indicative Grade I (subject to evaluation)
	Salary	
	Date	November 2010

MAIN PURPOSE

- Providing dynamic and positive leadership in managing staff / teams allocated with this post i.e. (***Corporate Performance, Customer Services and Business Support***)
- Ensure all services are efficient, economical and effective in how they are delivered by maximising opportunities to be delivered through partnership and local / area working.
- Play a corporate role within the Organisation to ensure the Council is highly regarded by the Community Staff, business and elected Members.
- Ensure the provision of consistent high quality support and advice relating to the Customer Services and Performance areas.
- Deliver effective business support to the Housing service, relating to financial and Value For Money agendas to maximise the benefits to customers

SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. Leadership – play a key role within the organisation in modelling the values of the Council at all times. Also provide strong and motivating leadership of the service teams reporting to the post whilst undertaking management responsibilities commensurate with this post e.g. appraisals, service and financial planning, communications, performance management, health and safety and risk management.
2. Challenge – to positively manage ongoing improvements within their services by recognising the achievements of individuals and teams whilst encouraging creativity and learning from the past. Develop and deliver Value for Money reviews as required.
3. Financial and Corporate Governance – ensure that the financial and corporate governance controls are implemented whilst seeking ongoing areas for improvement.
4. Corporate strategies – ensure Council’s strategies / plans are delivered whilst seeking ongoing areas for improvement. Including those set out in the Council’s Constitution

specifically relating to this role.

5. Elected Members – working with Members to assist their understanding and engagement of services and with appropriate support regarding their casework.
6. Procurement – ensure that all procurement procedures meet EC and other statutory requirements, resulting in efficient and effective provision of good services.
7. Development / Training – ensure that staff receive effective and relevant development / training appropriate to the needs of the organisation. Provide training and sharing of best practice and learning across the Council.
8. To promote equal opportunities in service delivery and employment practices.
9. Corporate – to support the Council's Category 1 response to integrated emergency management and participate in the on-call out of hours 'Forward Liaison Managers rota'
10. General – such other duties required consistent with the general level of responsibility of the post.
11. Housing finance – provide expert support and guidance to the housing service on financial matters relating to the Housing Revenue Account. Support the Accountancy section in interpreting new regulations and guidance, implementation of new accounting requirement and satisfying the statutory financial requirements relating to the Housing Revenue Account.
12. Information technology – manage the services approach to the use of ICT, including provision of strategic direction, maintenance and updating of core systems, implementation of new technologies, and all associated training.
13. Corporate performance – lead on the design and maintenance of a framework and associated policy/procedure architecture to manage performance consistently across the organisation
14. Customer services – develop an maintain a consistent approach to the provision of customer services on behalf of the Council, including

EDUCATION, KNOWLEDGE AND EXPERIENCE

Criteria	Essential requirements
Education or relevant training	Evidence of continued professional development and Membership of an approved professional body
Knowledge and experience	A track record of consistent and demonstrable achievement at a management level A track record of leading, motivating and managing teams to achieve high performing and significant sustainable improvement and outstanding results, through internal and external partnerships Experience and a proven track record of the initiation and management of change through innovation and transformation of service delivery Experience of providing visible and supportive leadership,

	<p>empowering, enabling, motivating and developing a team and its members</p> <p>A clear understanding of the context of potential challenges facing the public sector to reduce costs, whilst minimising the effects on front line services</p> <p>Experience of influencing corporate initiatives</p> <p>Experience in the preparation and presentation of complex policy documents to non technical audiences</p> <p>Experience of effective management of human and financial resources</p> <p>A good understanding of political processes and of working with officers and elected members (or equivalent in an alternative public sector or private sector environment)</p> <p>Evidence of establishing an effective performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and staff management</p> <p>Knowledge of the legislative framework relating to the provision of services in the relevant area of work</p> <p>Evidence of excellent previous attendance record (excluding disability related absence).</p> <p>Knowledge and experience of the Housing Revenue Account financial regime for local authority housing</p> <p>Experience of managing a multi disciplinary customer services team</p> <p>Experience of coordinating and managing the provision of a cross corporate performance management service.</p> <p>Project management training and practical application expertise using Prince 2 or other similar formal project management techniques</p>
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COMPETENCIES AND ABILITIES

1. Leadership and effective change management skills, energy, determination, positivity, self awareness, with resilience to cope with the demands of the role.
2. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
3. Political awareness, with the ability to support elected members.
4. A good understanding of public accountability.
5. An ability to innovate and lead in the transformation of service delivery
6. A good communicator, networker and achiever, capable of building and communicating a shared vision of the Council.
7. Excellent written skills to formulate reports, policies and other documentation on complex issues.
8. Excellent inter-personal skills to manage diversity and to influence and motivate staff effectively.
9. An ability to communicate at all levels to audiences of different backgrounds, knowledge, experience and expectations.

10. An ability to produce high quality outputs to exacting deadlines, amidst conflicting demands.
11. An ability to lead in the continuing process of culture change, responding to constraints with a 'can do' attitude to work
12. To engage with customers, service users and members by using established and emerging technologies, and to promote e-transactions as the primary access channel when reviewing and developing services.
13. An ability to personally use new technology and software appropriate to the job role.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

JOB PROFILE	Job Title	Safer and Stronger Communities Team Manager
	Grade	Indicative Grade I - Subject to JE
	Salary	£38,961 - £44279
	Date	November 2010

MAIN PURPOSE

- Providing dynamic and positive leadership in managing staff / teams allocated with this post i.e. community safety, equalities, sustainability and community planning/ engagement
- Ensure all services are efficient, economical and effective in how they are delivered by maximising opportunities to be delivered through partnership and local / area working.
- Play a corporate role within the Organisation to ensure the Council is highly regarded by the Community, Staff, business and elected Members.
- Work with Elected Members, partner agencies and the local community to identify priorities and improve local services
- To manage the Council's statutory responsibilities under the Crime and Disorder Act, Equalities Act and other associated legislation.

SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. Leadership – play a key role within the organisation in modelling the values of the Council at all times. Also provide strong and motivating leadership of the service teams reporting to the post whilst undertaking management responsibilities commensurate with this post e.g. appraisals, service and financial planning, communications, performance management, health and safety and risk management.
2. Challenge – to positively manage ongoing improvements within their services by recognising the achievements of individuals and teams whilst encouraging creativity and learning from the past. Develop and deliver Value for Money reviews as required.
3. Financial and Corporate Governance – ensure that the financial and corporate governance controls are implemented whilst seeking ongoing areas for improvement.
4. Corporate strategies – ensure Council's strategies / plans are delivered whilst seeking ongoing areas for improvement. Including those set out in the Council's Constitution specifically relating to this role.

5. Elected Members – working with Members to assist their understanding and engagement of services and with appropriate support regarding their casework
6. Procurement – ensure that all procurement procedures meet EC and other statutory requirements, resulting in efficient and effective provision of good services.
7. Development / Training – ensure that staff receive effective and relevant development / training appropriate to the needs of the organisation. Provide training and sharing of best practice and learning across the Council.
8. To promote equal opportunities in service delivery and employment practices.
9. Corporate – to support the Council's Category 1 response to integrated emergency management and participate in the on-call out of hours 'Forward Liaison Managers rota'
10. General – such other duties required consistent with the general level of responsibility of the post.
11. To manage the local Community Planning and Consultation Programmes.
12. To review and develop strategic and local partnership structures including the Local Strategic Partnership, Partnership in Safer Communities, voluntary sector partnership arrangements and the Community Forums (in conjunction with the County Council).
13. To be responsible for the delivery of the Climate Change Strategy and the Carbon Management Programme.
14. To ensure compliance with Equalities legislation and the delivery of the Countywide Shared Service.
15. To develop working relationships between organisations in the community, voluntary, public and private sectors.
16. To develop mechanisms to ensure that the information and views from the public through the community engagement activities are developed into community intelligence and used effectively to inform policy and delivery by the Council

EDUCATION, KNOWLEDGE AND EXPERIENCE

Criteria	Essential requirements
Education or relevant training	Evidence of continued professional development Degree in relevant subject or three years management experience in a community planning or community safety working related area
Knowledge and experience	A track record of consistent and demonstrable achievement at a management level A track record of leading, motivating and managing teams to achieve high performing and significant sustainable improvement and outstanding results, through internal and external partnerships Experience and a proven track record of the initiation and management of change through innovation and transformation of service delivery

	<p>Experience of providing visible and supportive leadership, empowering, enabling, motivating and developing a team and its members</p> <p>A clear understanding of the context of potential challenges facing the public sector to reduce costs, whilst minimising the effects on front line services</p> <p>Experience of influencing corporate initiatives</p> <p>Experience in the preparation and presentation of complex policy documents to non technical audiences</p> <p>Experience of effective management of human and financial resources</p> <p>A good understanding of political processes and of working with officers and elected members (or equivalent in an alternative public sector or private sector environment)</p> <p>Evidence of establishing an effective performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and staff management</p> <p>Knowledge of the legislative framework relating to the provision of services in the relevant area of work</p> <p>Evidence of excellent previous attendance record (excluding disability related absence).</p> <p>Possess a working knowledge of sustainability, community planning, neighbourhood working/ management, social inclusion, diversity and equalities issues</p> <p>Experience of building and maintaining relationships with a range of agencies and individuals at all levels both individually and in a partnership setting</p> <p>Minimum of three years relevant experience in community planning, neighbourhood working or community safety</p>
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COMPETENCIES AND ABILITIES

1. Leadership and effective change management skills, energy, determination, positivity, self awareness, with resilience to cope with the demands of the role.
2. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
3. Political awareness, with the ability to support elected members.
4. A good understanding of public accountability.
5. An ability to innovate and lead in the transformation of service delivery
6. A good communicator, networker and achiever, capable of building and communicating a shared vision of the Council.
7. Excellent written skills to formulate reports, policies and other documentation on complex issues.
8. Excellent inter-personal skills to manage diversity and to influence and motivate staff effectively.

9. An ability to communicate at all levels to audiences of different backgrounds, knowledge, experience and expectations.
10. An ability to produce high quality outputs to exacting deadlines, amidst conflicting demands.
11. An ability to lead in the continuing process of culture change, responding to constraints with a 'can do' attitude to work
12. To engage with customers, service users and members by using established and emerging technologies, and to promote e-transactions as the property access channel when reviewing and developing services.
13. An ability to personally use new technology and software appropriate to the job role.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

JOB PROFILE	Job Title	External Relations Manager
	Grade	Band I - subject to job evaluation
	Salary	
	Date	November 2010

MAIN PURPOSE

- Providing dynamic and positive leadership in managing staff / teams allocated with this post i.e. communications and the shared communications service with Charnwood Borough Council
- Ensure all services are efficient, economical and effective in how they are delivered by maximising opportunities to be delivered through partnership and local / area working.
- Play a corporate role within the Organisation to ensure the Council is highly regarded by the Community Staff, business and elected Members.
- Will be the strategic lead on staff engagement, communicating change and transformation programmes, use of digital (e-comms) tools and techniques (including social media and networking), media relations and stakeholder management and analysis.
- Will work and think strategically and maximise opportunities to build external relationships with businesses, the voluntary sector and community groups, as well as the wider public and council staff to enhance the Council's reputation

SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. Leadership – play a key role within the organisation in modelling the values of the Council at all times. Also provide strong and motivating leadership of the service teams reporting to the post whilst undertaking management responsibilities commensurate with this post e.g. appraisals, service and financial planning, communications, performance management, health and safety and risk management.
2. Challenge – to positively manage ongoing improvements within their services by recognising the achievements of individuals and teams whilst encouraging creativity and learning from the past. Develop and deliver Value for Money reviews as required.

3. Financial and Corporate Governance – ensure that the financial and corporate governance controls are implemented whilst seeking ongoing areas for improvement.
4. Corporate strategies – ensure Council’s strategies / plans are delivered whilst seeking ongoing areas for improvement. Including those set out in the Council’s Constitution specifically relating to this role.
5. Elected Members – working with Members to assist their understanding and engagement of services and with appropriate support regarding their casework
6. Procurement – ensure that all procurement procedures meet EC and other statutory requirements, resulting in efficient and effective provision of good services.
7. Development / Training – ensure that staff receive effective and relevant development / training appropriate to the needs of the organisation. Provide training and sharing of best practice and learning across the Council.
8. To promote equal opportunities in service delivery and employment practices.
9. Corporate – to support the Council's Category 1 response to integrated emergency management and participate in the on-call out of hours ‘Forward Liaison Managers rota’
10. General – such other duties required consistent with the general level of responsibility of the post.

EDUCATION, KNOWLEDGE AND EXPERIENCE

Criteria	Essential requirements
Education or relevant training	<p>Relevant Degree or equivalent.</p> <p>Specialist training/experience in Communications to degree level or equivalent.</p> <p>Evidence of continued professional development and membership of an approved professional body,</p> <p>An ability to write and edit effective copy for print, web based and other electronic media publishing appropriate to audience.</p> <p>Able to manage media relationships – to identify, build and maintain a network of media contacts that effectively reach NWLDC and CBC target audiences.</p> <p>2 years experience in the field of PR or media or other evidence of successful track record in PR or Media</p> <p>Able to conceive, plan, project manage and deliver complex marketing campaigns</p> <p>Excellent communication, Networking, negotiation and political awareness skills</p>
Knowledge and	Experience working in communications at a senior level – resulting in experience of a range of communications and involvement techniques

<p>experience</p>	<p>targeting a range of audiences (staff and external stakeholders)</p> <p>Experience of media handling – both proactive and reactive</p> <p>Experience of handling communications during times of organisational crisis or major incident/emergency.</p> <p>A track record of consistent and demonstrable achievement at a management level</p> <p>A track record of leading, motivating and managing teams to achieve high performing and significant sustainable improvement and outstanding results, through internal and external partnerships</p> <p>Experience and a proven track record of the initiation and management of change through innovation and transformation of service delivery</p> <p>Experience of providing visible and supportive leadership, empowering, enabling, motivating and developing a team and its members</p> <p>A clear understanding of the context of potential challenges facing the public sector to reduce costs, whilst minimising the effects on front line services</p> <p>Experience of influencing corporate initiatives</p> <p>Experience in the preparation and presentation of complex policy documents to non technical audiences</p> <p>Experience of effective management of human and financial resources</p> <p>A good understanding of political processes and of working with officers and elected members (or equivalent in an alternative public sector or private sector environment)</p> <p>Evidence of establishing an effective performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and staff management</p> <p>Knowledge of the legislative framework relating to the provision of services in the relevant area of work</p> <p>Evidence of excellent previous attendance record (excluding disability related absence).</p> <p>Experience and knowledge of using a range of metrics and evaluation techniques to both monitor the views key players and wider stakeholders have of the Council and measure the effectiveness of Public Relations activity, including media relations and project work, campaigns and public consultation.</p> <p>Experience of strategic planning of the service reflecting national trends /best practice and the developing needs of the Council locally</p> <p>Experience of establishing networks to stimulate a greater two way flow of 'intelligence' and to gather and interpret community views for use by the council in developing its service priorities.</p> <p>Knowledge of community engagement and experience of using this to improve communications</p>
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	<p>Experience of being proactive and building the profile of an organisation on a regional and national level</p> <p>Experience of working with senior staff/leaders (or equivalent in an alternative public sector or private sector environment in advising on future communication methods, issues and also on appropriate channels of delivery which are cost effective and efficient</p>
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COMPETENCIES AND ABILITIES

14. Leadership and effective change management skills, energy, determination, positivity, self awareness, with resilience to cope with the demands of the role.
15. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
16. Political awareness, with the ability to support elected members.
17. A good understanding of public accountability.
18. An ability to innovate and lead in the transformation of service delivery
19. A good communicator, networker and achiever, capable of building and communicating a shared vision of the Council.
20. Excellent written skills to formulate reports, policies and other documentation on complex issues.
21. Excellent inter-personal skills to manage diversity and to influence and motivate staff effectively.
22. An ability to communicate at all levels to audiences of different backgrounds, knowledge, experience and expectations.
23. An ability to produce high quality outputs to exacting deadlines, amidst conflicting demands.
24. An ability to lead in the continuing process of culture change, responding to constraints with a 'can do' attitude to work
25. To engage with customers, service users and members by using established and emerging technologies, and to promote e-transactions as the property access channel when reviewing and developing services.
26. An ability to personally use new technology and software appropriate to the job role.