

**BRISTOL CITY COUNCIL  
HUMAN RESOURCES COMMITTEE**

**8 May 2008**

**Title: New Chief Officer Structure : HR Implications**

**Ward: City Wide**

**Report of: Joint report of the Chief Executive and the Head  
of HR**

**Officer presenting report: Jan Ormondroyd, Chief Executive  
Pauline Davey, HR Manager**

**Contact telephone number: (0117) 92 22194 (P Davey)**

**1. Report Summary**

This report seeks Members' consideration of the HR implications of a new chief officer structure for the council, which was considered by the Cabinet at its meeting on 1<sup>st</sup> May 2008. The report incorporates the proposed grade/pay range for each post, the proposed method of filling these posts in accordance with existing council practice, and the job descriptions which summarise the range of responsibilities for each post.

**2. Recommendation**

The committee is asked to:

- (1) agree that the newly proposed post of Deputy Chief Executive will not be subject to the council's job evaluation scheme for JNC 1<sup>st</sup> & 2<sup>nd</sup> tier staff, and approve a salary range of £130,000/£140,000k per annum for this post
- (2) endorse the gradings of the 5 permanent posts and 1 temporary post of Strategic Director, as set out in paragraph 5.9 below
- (3) agree that the proposed post of Strategic Director (Transformation) will be filled on a 3 year fixed term basis as set out in paragraph 5.7 below
- (4) approve the Methods of Appointment, set out in the supplementary report Appendix A (see "exempt" section of the

agenda).

- (5) note the roles and responsibilities for the posts in the new structure, as set out in Appendix A.
- (6) agree that the nominated “Safety Director” (HOS) will be the Strategic Director: Resources rather than the Chief Executive as at present.
- (7) note the creation of a post(s) of Executive Support Officer at 3<sup>rd</sup> tier level, which will be graded under delegated authority, in accordance with the joint JE Scheme for single status employees (paragraph 5.11 (iii) refers)

The new arrangements will be implemented with immediate effect.

### **3. Policy**

The changes set out in this report accord with the principles of the council's Managing Change Procedure. Shortlisting and interviews will be undertaken by the Selection Committee, advised by the Chief Executive.

### **4. Consultation**

#### **(a) Internal**

Consultation with the postholders and the trade unions has been undertaken.

#### **(b) External**

N/A other than in relation to the evaluation of these posts, by the external JE adviser.

### **5. Background and Assessment**

#### **Chief Executive Proposals**

The Chief Executive advises that:

5.1 Bristol has a dynamic economy and members are rightly ambitious for the City to realise its full potential at regional, national and European level. This requires that the city is not only punching its weight economically but also that the City Council is taking a strategic leadership role alongside other key agencies to deliver high quality outcomes for

local people. This will require the Council to raise its game to significantly improve its own performance.

- 5.2 Members have already recognised this and have committed to a transformation programme to ensure that the Council is modernised and better able to respond to the challenges it faces. This ambitious agenda requires high calibre managerial leadership. The top team must be dynamic, focused and able to work in partnership with elected members, city wide stakeholders and local communities – in essence it must be the best in the business.
- 5.3 Bristol City Council's performance both in terms of its own delivery and its partnership working has, in the recent past, been found wanting. Members have made a serious commitment to the Council taking a strategic lead for the benefit of Bristol as a whole and some improvements are evident. There is a widely acknowledged need for the Council to be manifestly more corporate in its behaviours and change its culture, re-engineer its processes to be more customer focused, maximise efficiencies and be more effective in its performance. It is therefore imperative that the top management structure reflects this.

### **Blueprint and Key Principles**

- 5.4 The Blueprint for the future organisation identifies as number one in its key deliverables the establishment of a new Corporate Management Team with strategic commissioning portfolios. The proposals attached are designed to give impetus to the Council's transformation and ensure that the pace of change is speeded up.

A number of key principles underpin the proposals set out in this paper. These are designed to ensure that there is a structure that is sustainable in terms of capability and capacity to deliver a high performing Council of the future. There is a significant reallocation of chief officer responsibilities, as set out in the proposed structure chart: Appendix B attached.

Given the age profile overall in Local Government, appointments at both Chief Officer and Head of Service level should have regard to succession planning from the outset and be supported by a focused and continuous programme of performance management, development

and coaching.

## **Portfolios**

- 5.5 Each of the posts in the structure is based on a strategic portfolio model and has a City wide externally focused leadership role alongside elected members, as well as Council based accountabilities. These posts will be underpinned by a core set of generic strategic leadership and management competencies and will have a formal strategic lead for delivering specified strategic outcomes. They will additionally have responsibility for commissioning organisational activity via a group of Heads of Service that report to them on a day to day basis and for whose performance they will be held accountable. There are significant interdependencies across the portfolios and the achievement of strategic outcomes will be dependent on every post holder being corporate and taking a 'One Bristol' approach.

These portfolios will however need to be flexible over time and to respond to the exigencies of service delivery needs, and could be subject to change following consultation with the Leader and appropriate elected members.

Therefore each portfolio will be:

- \* Strategic – being accountable for working in partnership to deliver specified outcomes.
- \* Corporate – being responsible for working as part of the Strategic Leadership Team on interdependencies, particularly those that cut across portfolio responsibilities. It will be the responsibility of Directors to address deprivation and diversity, as well as championing specific neighbourhood partnerships.
- \* Customer focused – by ensuring services are designed and commissioned to meet the needs of service users and communities, whoever the provider is.
- \* Performance/VFM orientated – that every service draw on best practice to deliver the highest possible level of service whilst giving value for the public purse. This will include eradication of duplication where at all possible and leveraging external resources where possible.
- Future Proofing Delivery – by focusing not only on the needs of today but forward planning to address the challenges ahead and take advantage of the emerging technologies available.

## **Roles**

### **Strategic Roles**

- 5.6 A brief summary of the new roles are as follows, with detailed job descriptions enclosed as Appendix C.

#### **Deputy Chief Executive**

Strategic Lead: LSP, LAA, Partnership Development and Commissioning.

Corporate Accountability: Deputising for the Chief Executive. Day to day accountability for Strategic Planning, Marketing, Communications and Reputation Management, European/ External Affairs, Corporate Area Assessment, Performance and all inspections/ reviews, Emergency Planning.

#### **Strategic Director Children, Young People and Skills**

Strategic Lead: Learning, Skills and Employability

Corporate Accountability: Statutory responsibility for the Children and Young People's Service accountable for Learning and Achievement, Safeguarding, Corporate Parenting, Youth Service and Youth Offending.

#### **Strategic Director Health and Adult Social Care**

Strategic Lead: Health and Modernising Adult Social Care Services.

Corporate Accountability: Health policy and strategy and statutory responsibility for commissioning all adult social care, Safeguarding, Supporting people and promoting independent living.

#### **Strategic Director City Development**

Strategic Lead: Economy, Environment, Culture

Corporate Accountability: Strategic Highways and Transport, Strategic Regeneration, Economic Development, Housing Strategy/Land Use, Planning, Waste Strategy, Climate change, Culture, (including festivals) Leisure and Libraries.

#### **Strategic Director Neighbourhoods**

Strategic Lead: Improved Neighbourhoods

Corporate Accountability: Safer Bristol (inc YOT) Community Cohesion, Housing, Benefits, Community Development, Street scene, Parks and Open Spaces (including Cemeteries and Crematoria), Enforcement (including Trading Standards), Licensing and Environmental Health.

### **Strategic Director: Resources**

Strategic Lead: Value for Bristol

Corporate Accountability: Strategic Finance Section 151 responsibilities), Corporate Procurement (category management and contract management), Strategic HR, Workforce Strategy (inc equality and diversity promotion), Head of Safety (HOS) Assets Management, Legal and Democratic Services (inc Member Development and Scrutiny), Audit and Risk Management, Council Tax, Contract Services.

### **Strategic Director Transformation (fixed term contract)**

Strategic Lead: Integrated Services for Bristol

Corporate Accountability: Transformation and Change Programmes, Organisation Development, Programme and Project Management, Customer Access strategy, Transactional Shared Services, IT support, Property Maintenance.

- 5.7 The post of Strategic Director Transformation is considered an essential post to ensure that the business transformation process is completed and changes are embedded in the organisation. This post will therefore be on a 3 year fixed term contract basis, rather than as a permanent post. It should be noted that whilst change is an integral part of organisational life, the transformation programme is likely to lead to further realignment as it is rolled out. However the bulk of the transformation work should be completed and then mainstreamed within a three year time horizon, during which time a decision can be made as to the provision/ location of these services in the future.

### **Pay, Gradings and Methods of Appointment**

- 5.8 It is proposed that the post of Deputy Chief Executive will not be incorporated into the HAY JE Scheme, as referred to

above. Members are therefore asked to approve the following pay range for this post:

£130,000 / 132,250 / 135,000 / 137,250 / 140,000

- 5.9 The job evaluated grades for the posts of Strategic Director are:

POST	JE GRADE	SALARY RANGE £
Director of Resources	S	100,230 - 109,904
Director of Children, Young People & Skills	T	117,735 - 127,778
Director of Health & Adult Social Care	S	100,230 - 109,904
Director of City Development	S	100,230 - 109,904
Director of Neighbourhoods	S	100,230 - 109,904
Director of Transformation (fixed term)	S	100,230 - 109,904

(Salary ranges exclude 2008 pay award)

### **Other Cabinet considerations**

- 5.10 The proposed 'Methods of Appointment' are as set out in Appendix A. These have been drawn up in accordance with the Managing Change Procedure as applied to 1<sup>st</sup> and 2<sup>nd</sup> tier posts.

- 5.11 The Cabinet was also asked to consider the following, the outcome of which will be reported verbally at this meeting:

(i) it should be noted that the proposals no longer contain a Chief Executive's Department. The functions currently undertaken will be re-aligned within other strategic service areas. There is, however, the addition of one Executive Officer post to support the Chief Executive on a day-to-day basis, undertaking high level research and intelligence work, drafting papers, preparing presentations and undertaking high level liaison with external bodies, e.g. GOSW, Audit Commission, etc, on a range of issues.

(ii) the Chief Executive is usually designated Head of Paid Service and will remain so. However, it is recommended that the current responsibility held by the Chief Executive from Health and Safety be delegated to the Strategic Director Resources.

(iii) the proposed post of Executive Support Officer will be filled on a secondment basis to provide a development opportunity for existing 3<sup>rd</sup> tier staff.

- 5.12 It is impractical to list all of the council's individual functions in the structure chart, and some functions will be the subject of further detailed consideration when the 2nd tier realignments are considered by Cabinet and the HR Committee. This will be the subject of full consultation at that time.
- 5.13 With regard to the 'ring fence' process, internal candidates will be interviewed for each post individually, if they apply for more than one Strategic Director position.

## **6. Other Options Considered**

- 6.1 This report deals with the HR implications arising from the structure set out in the Cabinet report, so other options are limited.
- 6.2 However, it would be open to this Committee to incorporate the post of Deputy Chief Executive into the 1st/2<sup>nd</sup> tier (HAY) JE Scheme. This would require a significant amendment to the HAY Scheme, which would impact upon the JE outcomes for the Strategic Director posts, and is not therefore recommended.
- 6.3 The option of varying the Methods of Appointment regarding ring fence recruitment arrangements, and/or national advertisement for the posts of DCX and Strategic Director (Transformation) has also been considered. The proposals set out below, however, accord generally with the council's Managing Change Procedure, which applies in relation to all restructurings within BCC.
- 6.4 The need to create the post of Strategic Director (Transformation) on a permanent rather than a fixed term basis was considered. Whilst change may be an ongoing process, it is considered that major transformation should be completed within 3 years with any subsequent work being mainstreamed.

## **7. Risk Assessment**

An internal ring fence recruitment process is necessary because of the significant/variable changes to the chief officer structure. However, there is a risk that some of the existing post holders may not apply for the new posts, or may not be appointed. This may result in additional costs, the loss of key expertise and some service disruption in the short term.

## **8. Equalities Impact Assessment**



The HR implications set out above address the equalities issues in relation to the impact of these proposals on posts affected, and considerations to be taken into account in the appointment process. The current Chief Officer profile is: 2 women, 6 men; all are white British. The profile of the Strategic Leadership Team will be re-audited after appointments have been completed.

The proposals contained in this report aim to improve the capacity and ability of the council to address issues of disadvantage and discrimination, amongst other outcomes. The council, through its monitoring of the delivery of the Corporate Plan will be able to assess its performance against commitments made.

The recruitment process of any posts advertised externally will be designed to promote applications from potential BME candidates.

## **9. Legal and Resource Implications**

### **Legal:**

(Advice from Legal Services)

It is for the Executive to decide upon the fundamental managerial structure to ensure the continual improvement of council services. It is for the non-executive Human Resources Committee to decide upon terms and conditions of employment etc. (s112 Local Government Act 1972 and Local Government Act 2000).

Stephen McNamara Head of Legal Services

### **Financial:**

#### **(a) Revenue**

The cost of the proposed CO structure is broadly in line with the cost of the current structure.

#### **Current structure:**

6 posts of Service Director & 1 post of ACX, incl oncosts @ 26.5%

**£985K**

There is also a temporary Chief Officer Business Transformation post that is currently unfunded.

#### **Proposed CO structure:**

1 post of DCX & 5 posts of Strategic Director  
(estimated: subject to JE), including oncosts @ 26.5% **£913K**

The cost of the Business Transformation post is not included in the base revenue budget, and will be financed from Business Transformation Programme funds for the duration of the programme (3 years @ £143K).

It is also proposed that a 3<sup>rd</sup> tier post of Executive Support Officer will be created, at a cost of £61K (subject to JE), including oncosts.

This post is not currently budgeted for. It is proposed that it be funded initially from the corporate contingency, but it is anticipated that in the medium term the cost will be offset by other changes in corporate/central staffing.

There will be one-off costs for the recruitment and selection process. These will be accommodated within existing budgets.

There will also be early retirement/redundancy costs if any existing postholders are displaced. These costs will be met from the Restructuring Reserve.

**(b) Capital** N/A  
(Advice from designated Finance Officer)

**Land:** N/A

**Personnel:**

The other personnel implications are as set out in paragraphs 5.7 - 5.12 above, and in Appendices A & B.

**Appendices:**

Appendix A: Methods of Appointment & Gradings/Salary Ranges

Appendix B : Structure Chart

Appendix C: Job Descriptions

Appendix D: Chief Officer Restructuring: timetable

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:** Report to Cabinet 1 May 2008

**HUMAN RESOURCES COMMITTEE**

**8 May 2008**

**New Chief Officer Structure - HR Implications**

**Amendment to Recommendation para 2 recommendation (4)**

Recommendation (4) asks the Committee to approve the Methods of Appointment, set out in supplementary report Appendix A. - copy attached.

In line with the Managing Change Policy, para 11.1.f. One of the existing job holders has exercised their right to appeal the classification of one of the existing Strategic Director posts as a new post, on the basis that, in their view, it remains unchanged and therefore subject to direct appointment. The resolution to this appeal will be determined by the Appeals Committee at a date to be arranged.

You are therefore asked to amend recommendation (4) as follows:

You are asked to approve the Methods of Appointment as set out in Appendix A, on the basis that:

- 1) should the appeal be successful, one of the Strategic Director posts will be classified as an existing job, and will be filled by direct appointment. The remaining jobs will be filled as stated in Appendix A.
- 2) Should the appeal be unsuccessful, all of the posts will be filled as shown in Appendix A.

**Report Author:** Pauline Davey - HR Manager tel: 22194

**HUMAN RESOURCES COMMITTEE**

**8 May 2008**

**New Chief Officer Structure - HR Implications**

**Amendment to Recommendation para 2 recommendation (4)**

1. Permission is sought to withdraw my previous amendment to this recommendation.
2. Following receipt of an appeal from the Director of Children's and Young Peoples' Services, against the classification of the post of Strategic Director: Children, Young People & Skills as a new post, the opportunity has been taken to reconsider the changes in responsibilities.
3. Management are prepared to accept the views of the Director of Children's and Young People's Services that there is sufficient similarity of content between her existing post and that of Strategic Director: Children, Young People & Skills for the post to be classified as unchanged. Therefore, the proposed Methods of Appointment has been amended as attached and, subject to the agreement of this committee, the post will be filled by direct appointment.

**Additional Recommendation Para2. 4(a)**

4.2(a) Strategic Director Resources - members should note the option to delegate the Section 151 responsibilities to an alternative officer, (Head of Finance and Procurement) rather than the Strategic Director Resources, as that statutory responsibility must be held by a qualified accountant. This would be a decision which must be taken by full Council, which could slow the process down. In addition, CIPFA recommend that the Section 151 officer should be part of the Corporate Management team and a survey of these post-holders found that 87% of them do so, with 80% reporting to the Chief Executive. Members views on this matter are sought.

**Amendment to Para 5.6**

Para 5.6 of the report shows that the Youth Offending team has been included within the responsibilities of the Strategic Director, Children, Young People and Skills. The Youth Offending Team should have been deleted from the text of this paragraph, the Youth Offending Team, together with Crime and Community Safety is within the responsibility of the Strategic Director Neighbourhoods, as shown in appendix B.

**Report Author:** Pauline Davey - HR Manager tel: 22194  
Appendix A - Amended Methods of Appointment

amended 7.5.08

**BRISTOL CITY COUNCIL: NEW CHIEF OFFICERS STRUCTURE****GRADINGS AND METHOD OF APPOINTMENT**

<b>New Post</b>	<b>New Grade/Salary Range</b>	<b>Method of Appointment</b>
Deputy Chief Executive	To be determined by HR Committee. Post not subject to JE Scheme.	National advert.
Strategic Director: Children, Young People & Skills	Unchanged post.	Direct appointment - current Director of Children's and Young People's Services.
Strategic Director: Health & Adult Social Care	Evaluation by external JE Consultant for recommendation to HR Committee.	Ring fence advert. Eligibility: DoACC, DoCSS, DoC&L, DoN&HS**, DoPT&SD, Assistant Chief Executive.
Strategic Director: City Development		
Strategic Director: Neighbourhoods		
Strategic Director: Resources		
Strategic Director: Transformation 3 year fixed term appointment	Evaluation by external JE Consultant (as above)	National advert.
Executive Support Officer	Single Status 3 <sup>rd</sup> Tier grade to be evaluated	N/A. Post to be filled internally on an annual secondment basis from existing BCC staff.

\*\* Currently Acting Director for Business Transformation

Shortlisting and interview to be conducted by the Council's Selection Committee for all posts except the Executive Support Officer.

Executive Support Officer

Chief Executive

Deputy Chief Executive

*Strategic Lead:* LSP, LAA, Partnership Development, Commissioning

*Corporate Accountability:* Deputising for CX, Day to day accountability for Strategic Planning, Marketing, Communications and Reputation Management, European / External Affairs Corporate Area Assessment, Performance, all inspections/ reviews, Emergency Planning

SD Health & Adult Social Care

*Strategic Lead:* Health and Modernising Adult Social Care Services

*Corporate Accountability:* Health policy and strategy and statutory responsibility for commissioning all adult social care Safeguarding, supporting people and promoting independent living

SD Children, Young People & Skills

*Strategic Lead:* Learning, Skills and Employability

*Corporate Accountability:* Statutory responsibility for the Children & Young People's Service, Accountable for Learning and Achievement, Safeguarding, Youth Service Corporate Parenting

SD City Development

*Strategic Lead:* Economy, Environment, Culture

*Corporate Accountability:* Strategic Highways Transport, Strategic Regeneration, Economic Development, Housing Strategy / Land Use Planning, Waste Strategy, Climate Change, Culture (inc festivals), Leisure, Libraries

SD Neighbourhoods

*Strategic Lead:* Improved Neighbourhoods

*Corporate Accountability:* Safer Bristol (inc YOT's) Housing, Benefits, Community Development, Street Scene, Parks and Open Spaces (including cemeteries and crematoria), Neighbourhood enforcement (inc Trading Standards), Environmental Health and licensing

SD Transformation

*Strategic Lead:* Integrated Services for Bristol

*Corporate Accountability:* Transformation and Change Programmes, Organisation Development, Programme and Project Management, Customer Access, IT Strategy, Transactional Shared Services, IT support

SD Resources

*Strategic Lead:* Value for Bristol

*Corporate Accountability:* Strategic Finance, (151) Corporate Procurement (category management and contract management), Strategic HR (inc internal equality, diversity, HoS), Assets, Legal and Democratic Services (inc Member Development) and Scrutiny), Audit, Risk Management, Council Tax, Contract Services

Director of Public Health

Health Inequalities

**BRISTOL CITY COUNCIL**

**Deputy Chief Executive**

**Job Description**

**22 April 2008**

**JOB PURPOSE**

To deputise for the Chief Executive.

To assist the Chief Executive in:

Cultural Change, Organisational and Workforce Development

- establishing and implementing methods to bring about culture change and organisational development with a focus on building a confident, energetic and customer focused organisation,
- connecting the vision to action and providing clear accountability to all levels,
- encouraging team working across the structure, by leading the development of cross-departmental and corporate working to improve the City Council's capacity and the ability to deliver
- encouraging and supporting personal development across the organisation,
- providing the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery,
- ensuring services are delivered around the needs and choices of individuals and the wider community, are targeted on improving outcomes and are provided in a culturally sensitive way.

Performance Management

- the overall management of the authority in order to improve the performance and inspection ratings of the City Council,
- monitoring the City Council's effectiveness and efficiency by setting and monitoring performance targets, ensuring targets reflect corporate priorities,
- ensuring the City Council complies with the benefits of its procurement, purchasing and commissioning arrangements, and that there are robust arrangements for supervising contracts, where services have been outsourced or commissioned from another agency, and monitoring the quality and timely delivery of those services.
- ensuring strategies for improving services are in place,
- establishing benchmarks for service development and customer service, monitoring progress against them and taking remedial action when required,
- ensuring there are clear and appropriate accountability arrangements in place to scrutinise the work of services,
- ensuring there are systems in place to deal with poor performance by City Council provided services and those provided by partners, contractors and other agencies,
- ensuring information requested by the Government, regulatory bodies and other national agencies is provided.

Partnership Development

- identifying and developing internal and external partnerships, to ensure there are clear and effective arrangements in place to support joint planning, monitoring and delivery of services between the various service providers,
- working actively with the stakeholders and partners within the Council, the City, the West of England, the South West Region, the UK and Europe.

- leading the LSP,
- harnessing the potential contribution of the private, community and voluntary sectors
- ensuring that service users and the community are involved in the planning, design and provision of services.

### Crisis Management

- identifying and resolving crisis issues.

### Communications

- enhancing the City Council's image and impact (internally and externally) by developing and implementing effective communications,
- ensuring that information about services available is effectively communicated to current and potential service users.

To take the strategic lead: Local Strategic Partnerships, Local Area Agreements and Partnership Development.

To take corporate accountability for:

- Strategic planning
- Marketing, communications and reputation management
- European and external affairs
- Corporate area assessment
- Performance, all inspections/reviews
- Emergency planning

### **General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.



**Bristol City Council**

**Strategic Director: Children, Young People and Skills**

**Job Description**

**21 April 2008**

**Generic Accountabilities:**

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a “one Bristol” corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

**Strategic Lead Portfolio**

To take the strategic lead: “Children, young people and skills agenda”.

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

**Corporate Accountabilities**

To provide the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery in:

- Statutory responsibility for Children's and Young People's Service
- Learning and achievement
- Safeguarding vulnerable children and young people
- Youth Services
- Corporate parenting

To ensure the above the Strategic Director will:

- provide a professional focus for children and young people's services, ensuring that a clear strategy for improving outcomes for all children and young people within the area is developed. In doing so they will listen to and involve children, and champion their interests both across functional boundaries within the local authority and across local partnerships, so ensuring that the needs of children, young people and their families or carers are addressed, and

with the Executive Member :

- drive forward the cultural, workforce and other changes necessary to ensure services cohere around children and young people's needs and to better outcomes for children and young people.
- establish and maintain a framework for effective working across local authority services (for example working closely with Adult Social Services to ensure an effective transition between children's and adult services and joined-up working between the service providers within children's and adult services to meet the needs of communities as a whole).

The Service Director will have three key roles:

- Professional responsibility and accountability for the effectiveness, availability and value for money of the local authority children's services;
- leadership (both within the local authority and beyond) to (a) 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; (b) ensure transformation of children's services by creating a sharper focus on prevention and early intervention, while strengthening protection and improving achievement and attainment for all children and young people, and
- building and sustaining effective partnerships with and between those who provide children's services in order to (a) focus resources (financial, human, physical) on discharging statutory services and improving outcomes for children and young people, particularly in safeguarding and promoting the welfare of children and (b) establish accountabilities for the effective discharge of their respective responsibilities and the delivery of services, including establishing inter agency governance arrangements required by section 10 of the Children Act 2004.

The Service Director is appointed for the purposes of the Children's Services Authority's functions in four areas:

- (1) Education services - the authority's functions in its capacity as a local education authority, except those excluded under section 18(3) of the Children Act 2004 (namely certain functions relating to further education, higher education and adult education).
- (2) Social services - the authority's social service functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children and the local authority's functions for children and young people leaving care.
- (3) Health services - any health related functions exercised on behalf of an NHS body under section 31 of the Health Act 1999, insofar as they relate to children.

- (4) Inter-agency cooperation - the new functions of the Children's Services Authority set out in the Children Act 2004, in particular building and leading the arrangements for inter-agency cooperation

The Service Director is therefore responsible and accountable for:

- (1) directing and leading the operation of the authority's functions in its capacity as a local education authority as the statutory "Chief Education Officer",
- (2) directing and leading the operation the authority's social services functions that relate to children, including the functions for children and young people leaving care,
- (3) ensuring that any children's service provision contracted out or commissioned from another organisation is effectively carried out ( for example ensuring that health related functions are exercised on behalf of an NHS body insofar as they relate to children.
- (4) building and leading the partnership arrangements for inter-agency co-operation to plan, commission and provide children's services, ensuring that partners' plans deliver locally agreed targets and priorities, through local children's trust arrangements.

## **Key Job Outcomes**

### **Governance**

- A Children's Trust is maintained.
- A Local Safeguarding Children Board (LSCB) is maintained established to co-ordinate and ensure the effectiveness of board members' activities for the purpose of safeguarding and promoting the welfare of children in the authority's area. (Responsibility for safeguarding and promoting the welfare of children within each agency or body rests with that agency or body. The Local Safeguarding Children Board (LSCB), which brings together these key organisations, will have a role in evaluating how they fulfil that responsibility and ensuring that their safeguarding work is effective)
- A Children and Young People's Plan (CYPP) is prepared and published to set out the authority's strategy for discharging their functions in relation to children and young people.
- The authority's Corporate Plan includes a focus on improving outcomes for children and young people across the range of local authority services.
- Statements of proposed action are produced in response to a Joint Area Review
- Government departments and inspectorates know that the principal point of contact for the conduct of the local authority's children's services business is the Service Director.

### **Service Delivery**

- School standards are improved.
- The educational achievement of looked after children is promoted.
- Young people with social care needs are effectively supported during the transition from childhood to adulthood.
- Services are targeted on statutory requirements and to delivering improved

- outcomes.
- Sustainable childcare will be strategically planned and there will be effective investment in the local childcare market.

## **Systems**

- Effective systems, protocols and services are in place to safeguard and promote the well being of children and the effective discharge of children's services functions.
- A database of basic information on all children in the authority is established, maintained and used.
- Information is being provided to national agencies as required, in particular the Secretary of State, upon request, is provided with information on individual children.
- The needs of children and young people in the authority's area have been assessed.
- Arrangements are in place so that concerns may be raised within the local authority that systems and practices may be unsatisfactory.

## **General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.

**BRISTOL CITY COUNCIL**

**Strategic Director: City Development**

**Job Description**

**21 April 2008**

**Generic Accountabilities:**

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a “one Bristol” corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

**Strategic Lead Portfolio**

To take the strategic lead – economy, environment and culture

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

**Corporate accountabilities**

To provide the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery in:

- Highways and transport strategy

- Regeneration strategy
- Economic Development
- Spatial/Land Use Planning (including regional and sub-regional strategic planning, local development, development planning, development control and enforcement, conservation areas/listed buildings/archaeology, urban/landscape design)
- Waste Strategy
- Climate Change - Sustainable development (including environmental quality, air quality, waste strategy, noise, climate change, local agenda 21, environmental protection)
- Building Control and licensing
- Culture (including festivals), Leisure and Library Services

### **General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.

**Bristol City Council**

**Strategic Director: Health and Social Care**

**Job Description  
21 April 2008**

**Generic Accountabilities:**

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a “one Bristol” corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

**Strategic Lead Portfolio**

To take the strategic lead: “Health and modernising adult social care”.

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

**Corporate Accountabilities:**

To provide the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery in:

- Health policy and strategy
- Statutory responsibility for commissioning all adult social care
- Safeguarding, Supporting People and promoting independent living

The Strategic Director: Health and Social Care will be responsible and accountable for:

- The City Council's social services functions under the Local Authority Social Services Act 1970 as amended by the Children's Act 2004 in respect of adults.
- The strategic planning, commissioning and delivery of social services for all adult client groups.
- Ensuring that adult social services are compliant with the Carers Act 2004.
- Ensuring that the flexibilities to integrate social services and NHS services, provided by the Health Act 1999, have been given consideration.

To ensure the above the Strategic Director will:

- lead on the implementation of standards and service improvement,
- deliver the cultural change to ensure that the scope for personal choice is maximised and that services move towards a model that promotes the well-being of individuals, is person centred and supports independent living and social inclusion,
- promote and influence a range of service providers and partners (adult social services, housing support, community services, primary care trusts, mental health trusts and other NHS organisations) to deliver the Government's vision for the future of adult social care, and
- champion the needs of adults with social care needs and promote social inclusion and well-being.

In addition the jobholder will ensure that:

- there is a clear organisational focus on safeguarding vulnerable adults and protocols are in place for dealing with adults identified as being at risk,
- the performance assessment process run by the Commission for Social Care Inspection is supported,
- the local Area Protection Committee or similar arrangements are in place,
- the Local Delivery Plan is developed in partnership with the local NHS Primary Care Trusts,
- the needs of all adults with social care needs have been assessed, including the specific needs of carers and people from ethnic minority backgrounds,
- services are provided in a culturally sensitive way,
- the needs of all young people with long term social care needs who will shortly make the transition from childhood to becoming adults have been assessed and appropriately taken into account in the provision of adult services,
- all adult social services and adult mental health services remain child protection focussed,
- models of care that support the well-being of individuals and promote healthy lifestyles are developed,
- active lifestyles and preventing social exclusion for adults with social care needs are promoted,
- information requested by the Government, regulatory bodies and other national agencies is provided,
- information about services available is effectively communicated to current and potential service users, their families and carers,
- there are clear and effective arrangements in place to support joint planning, monitoring and delivery of services between the various service providers,
- partnership working and the joint commissioning of services with partner organisations in the NHS, housing and independent sectors is coordinated by the leadership of the Strategic Director,
- the flexibilities to integrate social services and NHS services (provided by The Health Act 1999) are given consideration to effectively deliver partnership working,



- There is an integrated approach to child protection, learning difficulties, mental health services and drug and alcohol abuse services..

The Strategic Director acts as the principal point of contact for the conduct of adult social services' business with national organisations (including the Commission for Social Care Inspection).

The Strategic Director will work with the Strategic Director: Children, Young People and Skills to ensure that information about adult services is provided to young people approaching adulthood.

### **General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.

### **Definitions**

1. Adult users of social services are defined as people aged 18 or over with assessed social care needs and may include asylum seekers, people who misuse substances and people with:
  - frailty due to ageing,
  - physical disabilities,
  - sensory impairment,
  - learning difficulties,
  - mental health needs (including mental frailty due to old age),
  - long term medical conditions requiring social care in addition to health care.
2. The Government's vision for the future of adult social care is that care will be about:

- promoting choice and independence,
- providing and arranging practical care and support, often in combination with the NHS,
- supporting the use of mainstream services and opportunities such as voluntary and community work, lifelong learning and employment,
- offering protection to the most disadvantaged groups in society,
- championing the holistic needs of individual adults to promote social inclusion and well-being in the community,
- preventing deterioration in physical and mental health; and
- supporting and promoting social inclusion and well-being by engaging with mainstream services and other local initiatives to support, build and enable community capacity and to reduce inequalities.

**BRISTOL CITY COUNCIL**

**Strategic Director: Transformation**

**Job Description  
21 April 2008**

**Generic Accountabilities:**

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a “one Bristol” corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

**Strategic Lead Portfolio**

To take the strategic lead: “Integrated services for Bristol”.

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

**Corporate accountabilities**

- Transformation and change programmes
- Organisation Development
- Programme and project management
- Customer access and IT strategy
- Shared services (transactional finance, HR, payroll, IT support, property maintenance)

**Job Outcomes**

The business transformation programme is completed within 3 years.

Current projects include:

- Organisational efficiency: Information management, shared systems and processes, administrative practice, procurement value for money, constitution
- Office accommodation: Flexible working – Colston 33, St Annes, B Bond, Exit Strategy – Kings House

- Customer Excellence: Customer Service Centre, Customer Service Points, Customer Excellence Culture
- People and Performance Development: Cultural change and communication, HR policies and procedures, flexible workforce, performing workforce, future workforce development

### **General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.

**BRISTOL CITY COUNCIL**

**Strategic Director: Neighbourhoods**

**Job Description  
21 April 2008**

**Generic Accountabilities:**

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a "one Bristol" corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

**Strategic Lead Portfolio**

To take the strategic lead: "Improving Neighbourhoods".

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

**Corporate Accountabilities**

To provide the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery in:

- Housing Services (Housing Landlord Services, Strategic Housing including Housing Benefit, Welfare Rights, Homelessness)
- Community Development
- Street Scene services
- Parks and Open Spaces, Cemeteries and Crematoria
- Neighbourhood enforcement - Environmental Health and Trading Standards
- Safer Bristol (including Youth Offending Team)

**General Accountabilities**

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).

- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.

## BRISTOL CITY COUNCIL

### Strategic Director: Resources

#### Job Description

21 April 2008

#### Generic Accountabilities:

Each director will be accountable to members and the Chief Executive and will

- take a strategic lead to deliver agreed city wide outcomes and to contribute to the strategic direction of the City Council,
- work in partnership with other agencies, business sector and the community to deliver outcomes,
- strategically commission resources and activities to deliver agreed priorities and outcomes,
- take a “one Bristol” corporate approach with other colleagues on the Strategic Leadership Team to deliver an organisational transformation programme through focussing on delivering quality services and value for money in a timely and interpreted manner,
- drive through cultural, organisational improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Bristol,
- support elected members in undertaking the roles as community leaders and ward members,
- lead, direct and performance manage specific services, build a valued, confident, developed, empowered and innovative workforce
- promote and ensure that the City Council's communications, equality and health, safety and welfare objectives are met.

#### Strategic Lead Portfolio

To take the strategic lead: “Value for Bristol”.

Note: Allocated strategic portfolios are inter-changeable and may be amended and realigned according to need and workloads following consultation with the Leader and appropriate elected members without changing the character of the job or level of responsibility.

#### Corporate accountabilities

To provide the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery in:

- Strategic Finance
- Corporate procurement (including category and contract management)
- Strategic Human Resources (including internal equality, diversity and health and safety)
- Asset Management
- Legal and Democratic Services (including scrutiny and elected member development)
- Audit and risk management
- Council Tax
- Contract Services

To be the Council's statutory Chief Financial Officer.

#### General Accountabilities

- This is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- As a member of the Strategic Leadership Team of the Council the jobholder will report directly to the Chief Executive and will participate in the planning of the full range of council services and will support Members in realising and delivering their vision for a better Bristol.
- The jobholder will have direct access to all members of the City Council, including the executive and scrutiny committee members.
- Financial Responsibilities: To formulate and recommend financial strategy for the department to the Executive. To ensure that financial systems are in place to ensure the effective management of the department in accordance with best value priorities. To ensure that the department meets its and the Council's financial objectives. To make timely reports to the appropriate Executive and/or Cabinet in accordance with the Council's financial regulations and timetable. To ensure financial regulations are adhered to throughout the department. To ensure that departmental schemes of delegation are properly developed and maintained.
- Resource Management: Sufficient human and other resources from the City Council and partner agencies have been identified, are available, effectively used and provide value for money. Employees are developed and supported to enable them to reach required competencies to deliver services to both national and local standards. The conditions for others to perform and innovate are created. All employees providing services, including those of other organisation providing those services, are aware of their shared responsibility for improving outcomes and sharing information.
- The jobholder will meet the key result areas and competencies within the Bristol Director Competence Framework.



**CHIEF OFFICER RESTRUCTURING - TIMETABLE****APPENDIX D****RECRUITMENT: DEPUTY CHIEF EXECUTIVE/ STRATEGIC DIRECTOR  
TRANSFORMATION AND INTERNAL APPOINTMENTS**

<b>DATE</b>	<b>External appointment</b>	<b>Date</b>	<b>Internal appointments</b>
		8 April	CX seek CO views re new structure via CMT
		15 April	CX./HoHR advise/consult COs re proposed HR implications (new posts, methods of appointment, pay/JE
		23 April	Notify COs re Mthods of Appointment, including appeal rights. Appeals to be submitted to CX by 7 May 2008
		23 and 28 April	Complete consultation as above and amend cabinet/HR reports as required
1 May	Cabinet Report for approval	1 May	Report to Cabinet for approval
8 May	HR Committee Report	8 May	HR committee report to consider HR implications and agree date for any Service Director appeals
5-9 May	Appointment of consultant for advertisement of posts and assessment process	5-9 May	Agree with consultant ring fence advert under MCP and agree assessment/selection process
w/c 12 May	Briefing meeting with consultant (CX, Leaders)	9 May	Advertise posts within ring fence, ssue job paperwork/methods of appointment, application forms, (unless delayed by appeal process )
21 May	External advert(s) and Micro site	23 May	Closing date for ring fence applications
4 June	Closing date	2-6 June	Interviews for ring fence posts (shortlisting not required) supplemented by selection assessment process
13 June (tbc)	Longlist meeting - CX/Leaders	w/c 2-6 June	Notify Cabinet/Council of appointment of Strategic Directors to ring fenced posts
	Assessment interviews with consultant		
w/c 23 June	Shortlist Committee(s)		
w/c 30 June	Assessment Centre(s)		
w/c 7 July	Selection committee - 2 for 2 posts		
w/c 7 July	Notify Cabinet/Council of appointments of strategic Directors		