

**BRISTOL CITY COUNCIL**

**HUMAN RESOURCES COMMITTEE**

**- For Resolution -**

**Thursday 8<sup>th</sup> October 2009**

**Report of:** Service Director: Strategic HR & Workforce Strategy

**Title:** Creation of Post of Service Director, Neighbourhoods:  
Personnel Implications

**Ward:** City Wide

**Officer Presenting Report:** Chris Dagger, HR Business Partner,  
Neighbourhoods

**Contact Telephone Number:** 0117 922 2680

**RECOMMENDATION**

To approve the creation, grading and other personnel implications of a new second tier post of Service Director (Neighbourhoods) in the Neighbourhoods Directorate, with immediate effect, subject to Cabinet approval of proposals regarding 'Devolution to Neighbourhoods' at its meeting on 1<sup>st</sup> October 2009.

**Summary**

A report of the Strategic Director: Neighbourhoods will be presented to Cabinet on 1<sup>st</sup> October 2009 recommending that the Leader and Cabinet agrees to:

- i. Establish 14 Neighbourhood Committees comprising Ward Members based on the boundaries of the existing 14 Neighbourhood Partnerships
- ii. Devolve budget decision making
- iii. Strengthen community involvement through Neighbourhood Partnerships and local forums

iv. Make budget provision of £0.5m to provide officer support to the new devolved structure and delivery

## **1. Policy**

1.1 The creation of posts at 1<sup>st</sup> and 2<sup>nd</sup> tier are referred to the HR Committee for approval of the personnel implications. This Committee's approval is not required for posts below this level.

## **2. Consultation**

### **2.1 Internal**

OSM, Party Groups, Party Group Leaders & Strategic Leadership Team. Consultation and a development program focusing on staff most affected, is to be implemented prior to the start of the new arrangements.

### **2.2 External**

(a) Consultation has been undertaken with statutory partners through the Thriving Neighbourhoods Partnership Board's Vision Group.

(b) Resident representatives from Neighbourhood Partnerships were consulted on 19<sup>th</sup> September 2009 in a workshop organised by VOSCUR.

## **3. Context**

3.1 The creation of this post, increases the number of 2<sup>nd</sup> tier Service Directors in Neighbourhoods from 4 to 5. This post will be advertised externally, and recruited by the Council's Selection Committee.

3.2 The grading for the post will be undertaken as soon as the Job Description is finalised by the Council's external Job Evaluation consultant. The outcome will be reported at this meeting.

## **4. Proposal**

- 4.1 In recognition of the need to co-ordinate activity across boundaries, and the significant budget allocations that will now be at neighbourhood level, it is proposed to create a new Service Director (Neighbourhoods), reporting to the Strategic Director (Neighbourhoods), to provide leadership and drive to ensure the new arrangements achieve all the benefits set out in this report. Seven Area Co-ordinators will be appointed to ensure the benefits are delivered at a local level and take the Lead Officer role for the Council in relation to each Neighbourhood committee and Partnership. The new Committee will form a part of the Council's democratic decision-making framework and need to meet the required standards of the legislation and the Council's constitution. In order to maintain these standards, an additional 2 Democratic Services staff will be required. In addition, a small budget provision is required in order to ensure excellent communications.
- 4.2 A realignment of posts, to provide support to this new post, will be carried out under delegated powers.

## **5. Other Options Considered**

- 5.1 The other options being considered by the Cabinet on 1<sup>st</sup> October 2009 are as follows:
- To continue to maintain the current centralised approach to decision making. However, this is likely to perpetuate the sort of community responses arising from the Place Survey.
  - Options for differing numbers of Neighbourhood Committees (from 4 to 35) have been considered and discounted. Fourteen Neighbourhood Committees build on the experience already acquired through the current pattern of the Neighbourhood Partnerships. Experience from other local authorities indicates that this pattern represents the best opportunity for success in Bristol.
- 5.2 These options fall outside the purview of the HR Committee.

## **6. Risk Assessment**

- 6.1 The main risks of not agreeing to this proposal as reported to Cabinet are as follows:
- Place Survey results will continue to produce poor or mediocre results

- The enthusiasm built up within Neighbourhood Partnerships will wane as residents will have low levels of influence
- Decisions on spend will not be informed by local residents views. A sense of decisions being imposed will continue.

## **7. Equalities Impact Assessment**

7.1 A full Equalities Impact Assessment will be carried out prior to implementation. The learning from the Assessment will be incorporated into the implementation.

## **Legal and Resource Implications**

### **Legal**

There are no direct legal implications arising from this Report. The Council should ensure a fair recruitment and selection procedure is applied.

(Legal comments from Husinara Jones for Head of Legal Services).

### **Financial**

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

"£500k has been earmarked in the 2010/11 budget which includes funding for the Service Director post. These costs will be balanced by savings accruing from the Council wide transformation programme, which is a long term change programme designed to release money for investment in key priorities and meet financial challenges we are likely to face over the next few years."

#### **(b) Capital:**

**N/A**

(Finance advice provided by Simon Bowker, Finance Business Partner, Neighbourhoods)

### **Land**

N/A

## **Personnel**

This report proposes to establish a Neighbourhoods Service Director, 7 Neighbourhood Co-ordinators and 2 Democratic Service Officers. The job paperwork is being prepared and will be subject to the City Council's normal job evaluation scheme.

## **Appendices**

Appendix A - Job Description for the post of Service Director:  
Neighbourhoods.

Appendix B - Confirmation of the external job evaluation and salary range

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 Background Papers:**

None

**BRISTOL CITY COUNCIL**

**SERVICE DIRECTOR  
JOB DESCRIPTION/JOB DESCRIPTION QUESTIONNAIRE**

**Directorate:** NEIGHBOURHOODS  
**Job Title:** SERVICE DIRECTOR NEIGHBOURHOODS & COMMUNITIES  
**Reports to:** STRATEGIC DIRECTOR NEIGHBOURHOODS

**Job Purpose:**

**Specific:**

To deliver significantly improved service provision for Bristol through devolved neighbourhood governance arrangements and securing high levels of community involvement. Through working effectively in partnership with key partners, the post holder will improve performance and delivery, and secure significantly improved resident satisfaction. To provide effective leadership to the service teams allocated to the post holder, ensuring that these teams support the Council's Neighbourhood agenda.

**Generic:**

To provide strong leadership to achieve measurable, continuous improvement and value for money.

In the provision of services, to lead, manage and be accountable for the implementation of the "one council" strategy in line with political and strategic leadership.

To lead, manage and be accountable for all the services within the division

To make Bristol a top rated "excellent authority" - one of the best in the business.

To deliver service improvements and efficiencies based on four transformation principles of:

- a) improved customer access
- b) shared transactional services
- c) a business partner model
- d) commissioning framework

to bring about consistent service standards.

## **Specific Service Accountabilities/Outcomes**

To manage the following functions:

- Roll out and development of the City Council's neighbourhood governance arrangements, including the further devolution of budgets and decision-making.
- Equalities and Social and Inclusion Service Unit.
- Neighbourhood Co-ordination Team.
- Ensuring delivery of support and development to Neighbourhoods Partnerships/Committees, so as to enable high quality decision-making.
- Optimising community and partner involvement in neighbourhood governance.
- Providing leadership to secure integrated, seamless delivery of neighbourhood services, by working across all Council departments and with partners (statutory and non-statutory).
- Achieve all relevant national indicators targets.

## **Responsible for/Dimensions:**

Approximate budgets (£m) the jobholder will be responsible for:

Revenue:

- Community & Voluntary Sector Grants Budget £2.5m
- Staffing Budgets £4m

Capital:

- Not applicable

The post holder will have an indirect impact on the spend of the devolved budget – initially £11m, but rising significantly in the next 2 years.

The approximate number of jobs (in tens/hundreds) subordinate to this job:

- 50

Other information

- Responsible for direct management and commissioned community centres(30+)

## Generic Accountabilities and Outcomes:

Key Result Area	Outcomes
One Council Strategic Leadership	<ul style="list-style-type: none"> <li>• Delivery of vision to teams</li> <li>• Cross Council working is embedded within your teams</li> <li>• The principles of transformation and new ways of working are embedded within services provided</li> <li>• Political accountability - elected members and other key stakeholders are engaged and informed</li> <li>• Projects are sponsored effectively</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Exceeds performance targets</li> <li>• Holds teams to account for performance attainment</li> <li>• Develops activity determined by action plan to improve performance</li> <li>• Manages poor performance</li> <li>• Delivers service plans</li> <li>• Ensures continuous improvement</li> </ul>
Builds Winning Teams	<ul style="list-style-type: none"> <li>• Understands and values the experience of their teams</li> <li>• Ensures individual performance management processes are in place for all employees</li> <li>• Manages sickness and welfare issues</li> <li>• Increases employee satisfaction</li> <li>• Ensures health and safety is managed</li> <li>• Ensures diversity is embedded within the workgroup</li> </ul>
Partnership Delivery	<ul style="list-style-type: none"> <li>• Identifies important partnership opportunities</li> <li>• Builds and develops partnerships that deliver outcomes for the public</li> <li>• Represents the “One Council” effectively within partnership arena</li> </ul>



Communication and Reputation Management	<ul style="list-style-type: none"> <li>• Internal communication with staff is meaningful and sustained</li> <li>• Consultation with the public and stakeholders is effective and achieves results</li> <li>• Delivers a positive reputation through the work of your teams</li> </ul>
Customer Focus	<ul style="list-style-type: none"> <li>• Meets customer expectations, ensures the needs of diverse communities and individuals are met</li> <li>• Responds to complaints, learning from outcomes and making changes</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>• Spending is managed within budget</li> <li>• Value for money in service delivery is demonstrated and improved</li> <li>• Risk is managed effectively</li> </ul>
Civil Contingencies - The Council has a duty under the Civil Contingencies Act 2005 to ensure it can deliver its services at the time of an emergency.	<ul style="list-style-type: none"> <li>• The jobholder will be required to be on the Senior Officers rota and will be called upon at such times to support the response required to an emergency.</li> </ul>

### **Hardest Part of the Job, Scope for Impact, Context:**

Bristol is embarking on a radical devolution of decision-making and budgets from April 2010. The post holder will need to secure cross-party political support and ensure that the governance arrangements comply with the Council's constitution and policy and budget framework. The arrangements will need the full support of the existing networks of 14 Neighbourhood Partnerships with the Committees of Members at their heart.

The post holder will be required to significantly improve community engagement through Neighbourhood Partnership and local forums and thereby improve satisfaction of residents with the quality of services and perceptions of impact on local decision-making. Apart from ensuring high quality community development, the post holder will be required to deliver a communications strategy of the highest quality.

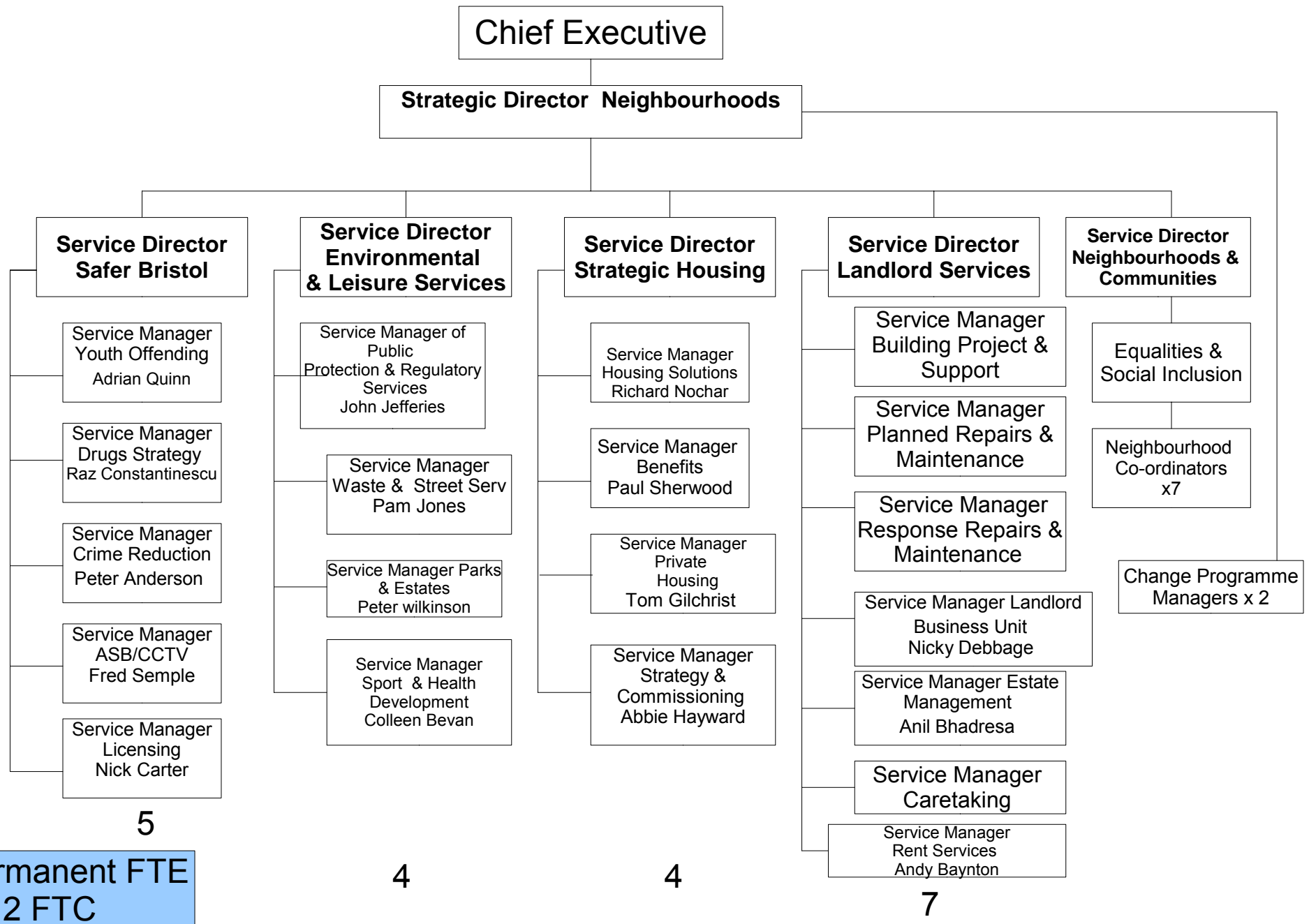
The post holder will be required to lead and develop partnership working in every neighbourhood in the City. Through processes such as joint tasking, the post holder will ensure that the decisions of the Neighbourhood Partnership/Committees are effectively delivered and that the quality of service improves in line with Council's performance improvement plans and local community expectations.

## **Organisation**

- Attached - Appendix A(i)

## **Knowledge and Skills**

- See Employee Specification - Appendix A(ii)



**BRISTOL CITY COUNCIL**

**SERVICE DIRECTOR  
NEIGHBOURHOODS & COMMUNITIES**

**EMPLOYEE SPECIFICATION  
(FOR JOB EVALUATION PURPOSES)**

**ESSENTIAL CRITERIA**

**Knowledge and Experience:**

- Proven experience of working with Elected Members at strategic and operational levels
- Proven experience of working with residents and community and voluntary sector organisations
- Proven experience of working with statutory partners to ensure quality service delivery
- Excellent knowledge of local governance arrangements and democratic decision-making
- Negotiation and advocacy skills
- Top quality communications skills
- Experience of successful partnership working
- Experience of working with multi-disciplinary groups to achieve common objectives
- Significant senior management experience

**A demonstrable, successful track record of:**

- leading, planning, recruiting, retaining, developing and inspiring others to ensure the effective delivery of the services for which the jobholder is directly responsible
- leading the transformation of services, service delivery, the commitment and performance of employees that puts the customer first and sustains continuous improvement
- maximising the use of scarce resources and monitoring the effectiveness of the use of resources in pursuit of the services' aims, objectives and priorities

- working within the political environment; demonstrating an understanding of and sensitivity to the political judgments that must be brought to bear when developing and managing service priorities; establishing and sustaining the confidence of all stakeholders and to act accordingly
- identifying and securing external partnerships to deliver services
- sponsoring and controlling major projects to a successful conclusion
- taking a planned and systematic approach to risk management
- using ICT to improve efficiency, economy and quality of services delivered
- leadership in implementing and promoting equalities, managing diversity and integrating equalities into service delivery

**Creation of Post of Service Director, Neighbourhoods:  
Personnel Implications**

<b>External Job Evaluation and Salary Range</b>	
<b>Pay W.E.F. 1<sup>st</sup> April 2008</b>	
<b>Hay Grade O</b>	<b>£ per Annum</b>
<b>81</b>	<b>64929</b>
<b>82</b>	<b>66519</b>
<b>83</b>	<b>68134</b>
<b>84</b>	<b>69788</b>
<b>85</b>	<b>71479</b>