

BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE
For Resolution
24 September 2010

Report of: Chief Executive

Title: Senior Management Restructuring

Officer Presenting Report: Jan Ormondroyd and Robert Britton

Contact Telephone Number: 0117 9222669

RECOMMENDATION

The Committee is asked to:

- (1) approve the HR implications arising from the management restructuring, as set out in paragraphs 3 and 4, with effect from 1st October 2010;
- (2) approve the Methods of Appointment set out in Appendix A;
- (3) approve the revised JE grading set out in Appendix B (including the incorporation of the post of Deputy Chief Executive, within the job evaluation scheme), thereby enabling the proposed changes to be progressed and financial benefits realised at the earliest opportunity;
- (4) note the longer term objective to move to a much smaller Strategic Leadership Team by 2012/13, with agreement to move in this direction as opportunities arise;
- (5) note the situation regarding Children & Young Peoples Services, Health & Social Care, and Public Health, as set out below.

Summary

The Government is seeking to make sweeping changes in the public sector.

It has already announced the abolition of the Regional Development Agencies, Government Offices, Audit Commission and CAA.

There is a stated ambition to see the creation of a 'Big Society' where the role of Local Government will be significantly different. The expectation is that local councils have a greater commissioning role and work alongside business, social enterprise and local communities.

We also face considerable financial constraints, hence it is an imperative to realise cashable savings from senior management costs in both the short and medium term. This report seeks approval to the revised arrangement structure, as set out in Appendix C1.

This report seeks to establish the principle of a much smaller Strategic Leadership Team by 2012/13, with agreement to move in this direction as opportunities arise (as per Appendix C2). This would consist of a Chief Executive and three Strategic Directors.

However, in the short term we require the capacity and capability to deliver the challenges that face us in changing the way we deliver services, making significant cashable savings and moving toward a commissioning based organisation. Appendix C3 sets out the current structure.

What This Paper Does not Cover

There are no proposals in this paper for changes in the short term to Children & Young People's Services or Health & Adult Social Care.

The former will be impacted by national policy and the latter is subject to a current review examining the long term shape of the service. Strategic Directors will bring forward proposals in relation to these areas as national policy and budget implications are clarified.

Government have also indicated that the function of Public Health will move to Local Government. There is currently a post of Director of Public Health which is jointly funded by Bristol City Council and the PCT. Arrangements will be reviewed as national policy emerges.

It is anticipated however that further proposals regarding the configuration of Children & Young People's Services, Health & Adult Social Care and Public Health will be brought forward as soon as the legislative context is clear.

It should be noted that that this paper focuses on the functions at Strategic Director and Service Director level. Whilst there will be an impact below this

tier in terms of reporting lines, the report does not seek to address issues below second tier in detail.

There is also no reference to jointly funded partnership posts (e.g. support for the Local Strategic Partnership, Place Making Director).

The significant issues in the report are:

The proposition in this report is to reduce the number of Strategic Directors with corporate responsibilities from three to two.

It should be noted that the Chief Executive's restructure of top management in 2008 had already reduced the number of senior management posts. The report of 2008 also established the principle of officers in the Strategic Leadership Team having flexible portfolios to respond to ongoing changes.

This proposal revises allocation of the responsibilities of the existing posts of Deputy Chief Executive, Strategic Director for Transformation and Strategic Director for Resources. This gives rise to the creation of a new 'combined' post of Strategic Director Corporate Services, replacing the 2 Strategic Director posts referred to above; together with an enhanced portfolio for the Deputy Chief Executive;

In addition, the proposal includes:

- the merger of the posts of Service Director Workforce Strategy (currently vacant) and Shared Transactional Service (STS) to form a new post of Service Director HR and STS;
- a reduction of service directors by two through the realignment of a range of responsibilities (deletion of the posts of Service Director Economy & Culture and Service Director Strategy & Performance);
- the creation of one new post focused on the city wide priorities of economic strategy, and sector support, particularly in the areas of green capital and digital economy. This will be particularly important in light of the proposal to create Local Enterprise Partnerships which will focus on economic growth across the sub-region;
- that in the light of the recent inspection of the Benefits Service, where the judgement concluded that the service was poor with uncertain prospect of improvement, this transfers to Integrated Customer Services and be joined with the Local Taxation Service.

An Improvement Board has already been established to oversee the implementation of an action plan and it is intended this will continue. This also requires the realignment of corporate responsibilities with Integrated Customer Services and Portfolio, Programmes & Projects becoming the responsibility of the Deputy Chief Executive.

- Appendix C1 sets out the medium term aspiration for agreement in principle.
- The “methods of appointment” (Appendix A) sets out arrangements for the posts affected by these proposals, drawn up in accordance with the Council's Managing Change policy.
- Confirmation of the pay & grading implications arising from these proposals, as per the Council's Pay Policy for JNC 1st & 2nd tier posts, including the incorporation of the Deputy Chief Executive post (as realigned) into the job evaluation scheme for 1st & 2nd tier directors.

1. Policy

- 1.1 These proposals accord with the Council's Managing Change and Pay policies. Posts at 1st & 2nd tier are subject to the HAY JE scheme and are evaluated externally by an independent evaluator, and submitted thereafter to this Committee, for formal approval.

2. Consultation

Internal

- 2.1 Consultation commenced on 6th July 2010. 32 submissions have been received making valuable comments and suggestions.
- 2.2 In addition, meetings have taken place with staff where requested and Trade Unions.

External

- 2.3 Not applicable.

3. Proposals

Role of Deputy Chief Executive

- 3.1 The Cabinet and the Chief Executive consider that it is essential to retain the post of Deputy Chief Executive in the short term, albeit with an enhanced portfolio, to ensure that the Chief Executive is able to continue to focus on the key priorities of working at the national, sub-regional and local level as well as delivering major budget savings; and that in her absence there is continuity of leadership, decision making and response to emerging issues.
- 3.2 Additional responsibilities have been added to the portfolio and the proposal is that it includes:
- Communications and Marketing (including Festivals and Events);
 - Integrated Customer Services (including Benefits);
 - Portfolio, Programmes and Projects;
 - Organisation Development (including Training & Development and Member Development);
 - Direct responsibility for Policy and Planning.
- 3.3 It is proposed that Organisation Development, Corporate Training/ Learning & Member Development (which are being merged under one combined 3rd tier post) be the responsibility of the realigned Deputy Chief Executive post.

Role of (new) Strategic Director Corporate Resources

- 3.4 The new post will be responsible for:
- Legal & Democratic Services (including Scrutiny)
 - Finance, Corporate Property and Performance
 - Strategic HR and Shared Transactional Services
 - Corporate Procurement and Commissioning
 - ICT
- 3.5 The Strategic Director Corporate Resources will be the nominated

“Safety Director”, but not the Section 151 Officer or Monitoring Officer, which will remain with existing Service Directors.

3.6 The Statutory Responsibility for Scrutiny will transfer across with the service. It will be necessary to nominate a 3rd tier manager with this specific responsibility within Legal and Democratic Services.

3.7 The two existing Strategic Director posts (Resources and Transformation) will be deleted.

4. Changes at 2nd tier

4.1 The proposition is that the post of **Service Director Economy and Culture** be deleted with responsibilities re-allocated as follows:

- Local Libraries services to be joined with Communities and Neighbourhoods;
- Festivals, Events and Film Office to move to Marketing and Communications;
- Economic Development and Regeneration to move under the new post of Economic, Green and Digital Futures;
- Museums, Archives and Cultural Services to report directly to Strategic Director City Development;*
- Confirm the current working arrangement of Urban Design sitting with Planning.

(this service is currently undergoing changes e.g. Colston Hall Trust Proposals, M Shed etc. of which the Strategic Director City and Cultural Development will have oversight)*

4.2 **Service Director Strategy and Performance** be deleted with responsibilities allocated as follows:

- Policy and Planning to report directly to Deputy Chief Executive;
- Performance to be integrated with Finance to create better alignment with delivering Value for Money;

- Scrutiny to move to Legal and Democratic Services;
- Research, Intelligence and Consultation to move to Marketing and Communications;
- European and International service be the responsibility of the new post of Service Director Economy, Green and Digital Futures;
- Civil Contingencies to be moved from DCX to align with the community safety function in Safer Bristol.

4.3 New Post of **Service Director Economic, Green and Digital Futures** to be responsible for:

- Economic strategy (closely aligned with proposals for new LEP and Bristol Partnership) and Regeneration;
- Green Capital initiatives;
- Digital economy;
- European and International.

4.4 **Other Changes**

- That the Benefits Service move to Integrated Customer Services and be joined with Local Taxation;
- That the Customer Insight function move from Integrated Customer Services and be joined with Research and Consultation within Marketing and Communications.
- The vacant post of Service Director: Environment and Leisure which is currently filled on a secondment basis only, will now be advertised and filled.

4.5 A number of staff have indicated that they already work across the boundaries of more than one service in a matrix management model. Clearly this is good practice and will continue to be encouraged as developing relationships to enable high quality delivery is of more significance than structural location.

5. Pay, Grading & Methods of Appointment

- 5.1 It is proposed that the new post of Deputy Chief Executive be brought within the scope of the job evaluation scheme for 1st & 2nd tier posts (see Appendix B). The new salary range under this scheme is as set out in Appendix B, and that the post be for a fixed term period of 2 years with an option to extend to 3 years subject to the Leader's agreement.
- 5.2 The same proposition is made for the new post of Service Director Economy, Green and Digital Futures. (i.e. 2 year fixed term contract with an option to extend for a further year).
- 5.3 The grading of the (new) post of Strategic Director for Corporate Resources will also be evaluated by the Council's independent JE adviser. Similar arrangements will also apply in relation to the new 2nd tier posts of Service Director HR and STS and Service Director Economic, Green and Digital Futures, and the Service Director Integrated Services (including benefits).
- 5.4 The posts of Service Director HR & Workforce Strategy and Service Director Shared Transactional Services will be deleted and a new post of Service Director HR and Shared Transactional Services created to replace these.
- 5.5 The Pay Grading Proposals are as set out in Appendix B, which will be circulated to Members as soon as the evaluations have been confirmed by the external JE consultant.
- 5.6 The Methods of Appointment are as set out in Appendix A. These include the proposed interview arrangements, which Members are also asked to endorse.
- 5.7 It should be noted that the existing post of Strategic Director: Resources, carries a market supplement of £11259.72 (10% of basic salary), which may need to be reviewed/revised for the new post of Strategic Director: Corporate Services, once the job evaluation grading/salary is known..

6. Further Consideration

- 6.1 The revised structure proposals set out in this report may require a realignment of a small number of posts at 3rd tier level. These will

however be reviewed separately at directorate level, and will be the subject of full consultation before implementation. There will be a requirement to review PA posts impacted by the changes to Strategic and Service Director posts. These will be the subject of full consultation.

- 6.2 Structure changes below 2nd tier are approved under Head of Paid Service delegated powers, as set out in the Council's HR policies/delegations.

7. Other Options Considered

- 7.1 The option of not filling the post of Deputy Chief Executive was considered, but has been discounted for the reasons set out in paragraph 3.1 above.
- 7.2 A decision to merge the posts of Strategic Director for Resources & Strategic Director for Transformation could be deferred as the latter post is due for deletion in August 2011. However, it would be advisable if a decision could be made as early as possible.

8. Risk Assessment

- 8.1 It is not the intention to undertake a wholesale review of structures at this moment in time as this is likely to lead to a focus on structures rather than the significant challenge of delivering budget reductions, and strategic options.
- 8.2 The proposals do however seek to strike a balance between short term capacity and cashable savings.

9. Equalities Impact Assessment

- 9.1 To be added.

10. Legal & Resource Implications

Legal

- 10.1 This Report details the options in relation to a review of the senior

management structure. The recommended option within the report will result in a reduction in the number of posts and place affected employees at risk of redundancy.

- 10.2 Redundancy is a fair reason for dismissal. Where an employee is at risk of redundancy the employer is under an obligation to use a fair and objective selection criteria to select those employees who will be made redundant.
- 10.3 During the selection process, the Council is required to comply with the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and ensure equal treatment of employees on a fixed term contract where their employment will be directly affected by the changes proposed. If an employee is dismissed or selected for redundancy due to working under a fixed-term contract, the action is likely to be less favourable, or detrimental, treatment under the Regulations.
- 10.4 An employer is also required to seek suitable alternative employment for affected employees. If such employment is available and the employee accepts it, the risk of redundancy will be removed. However if suitable alternative employment is not available the employee will under law be liable to dismissal on grounds of redundancy.

Advice from Husinara Jones for Head of Legal Services

11. Finance

Revenue:

The savings are as per the following table:-

Senior Management Restructuring - Savings

Year	10/11	11/12	12/13
Funded from Reserves	27	67	-
Budget Reduction	40	238	238
Total	67	305	238

Note: Savings assume revised structure in place from 1 Feb 2011.

This shows recurring savings of £238k in a full year and savings to transformation reserves of £27k in 2010/11 and £67k in 11/12.

The Strategic Director of Transformation and PA are on fixed term contracts until 31st August 2011. As these posts are funded from Transformation reserves the savings will be reflected in a reduced call on these reserves in 10/11 and 11/12 rather than ongoing savings to the general fund.

These savings will be reduced by any redundancy and recruitment costs.

Capital: Not applicable.

**Advice from Stephen Skinner, Finance Business Partner
Resources, Transformation and Deputy Chief Executive**

Land: Not applicable.

Personnel: As set out in paragraphs 3, 4 and 5, and in the Appendices to this report .

Appendices

Appendix A :	Methods of Appointment
Appendix B :	Job Evaluation & Grading
Appendix C1:	Restructuring Proposal
Appendix C2:	SLT Proposals 2012/13
Appendix C3:	Existing structure
Appendix D:	<u>Job Descriptions for new and changed posts only:</u>
	Deputy Chief Executive
	Strategic Director: Corporate Resources
	Service Director: Human Resources and Shared
	Transactional Services
	Service Director: Economic, Green & Digital Futures
	Service Director: Neighbourhoods & Communities
	Service Director: Integrated CSC
	Service Director: Strategic Housing

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers: None

Methods of Appointment

(1) Ring Fence Arrangements

Post	Method of Appointment	Ring Fence Eligibility
Deputy Chief Executive *	Changed/National advert	Not applicable
Strategic Director for Corporate Resources	New post	Strategic Director: Resources Strategic Director: Transformation
Service Director: Human Resources/ Shared Transactional Services	New post	Service Director: Shared Transactional Services Service Director: Strategic Human Resources & Workforce Strategy is vacant
Service Director: Economic, Green & Digital Futures *	New post	Service Director: Economy & Culture Service Director: Strategy & Performance
Service Director: Neighbourhoods and Communities (incl. Local Libraries)	Changed	Service Director: Neighbourhoods and Communities Service Director: Economic & Cultural Development
Service Director: Integrated CSC (incl. Benefits)	Changed	Service Director: Integrated CSC (Postholder currently seconded, as below) Service Director : Strategic Housing
Service Director: Finance, Corporate Property (incl. Performance)	Unchanged	N/A
Service Director: Legal Services and Democratic Support Services (incl. Scrutiny)	Unchanged	N/A

Service Director: Communications and Marketing (incl. Customer Research/Consultation and Festivals & Events)	Unchanged	N/A
Service Director: Planning and Sustainable Development (incl. Urban Design)	Unchanged	N/A
Service Director: Safer Bristol (incl. Civil Contingencies)	Unchanged	N/A
Service Director: Strategic Housing (transfer of Housing Benefits to Integrated CSC)	Changed	Service Director : Strategic Housing
Service Director: Environment & Leisure	Vacant post: filled by Service Director: Integrated CSC (secondment)	Not applicable: internal BCC advert

(* fixed term appointment proposed)

(2) Interview Arrangements

With the exception of the post of Deputy Chief Executive, which is subject to a national advertisement, the following interview arrangements will apply:-

- (a) the Strategic Director (1st tier) post will be subject to the Member level Selection Committee process;
- (b) 2nd tier posts with more than one eligible candidate will be subject to the Member level Selection Committee process;
- (c) 2nd tier posts where there is only one eligible candidate, will be subject to a “suitable alternative post” interview, to be carried out by a minimum of two member of SLT.

JOB EVALUATION & GRADING

1. Gradings

The following gradings have been confirmed by the external adviser regarding job evaluation:-

Post	Grade	Salary
Deputy CX	Hay T	£120620 to £130909
Strategic Director: Corporate Services	Hay T	£120620 to £130909
Service Director: HR/Shared Transactional Services	Hay P	£73221 to £80396
Service Director: Economic, Green & Digital Futures	Hay O	£64929 to £71479
Service Dir: Neighbourhoods and Communities (incl. Libraries)	Hay Q	£81098 to £89205
Service Director: Integrated CSC (including Benefits)	Hay P	£73221 to £80396
Service Director: Finance, Corporate Property (incl. Performance)	Hay Q	£81098 to £89205
Service Director: Legal Services and Democratic Support Services (incl. Scrutiny)	Hay Q	£81098 to £89205
Service Director: Communications and Marketing (incl. Customer Research/Consultation and Festivals & Events)	Hay P	£73221 to £80396
Service Director: Planning and Sustainable Development (incl. Urban Regeneration/Design)	Hay P	£73221 to £80396
Service Director: Safer Bristol (incl. Civil Contingencies)	Hay P	£73221 to £80396
Service Director: Strategic Housing (transfer of Housing Benefits to Integrated CSC)	Hay O	£64929 to £71479

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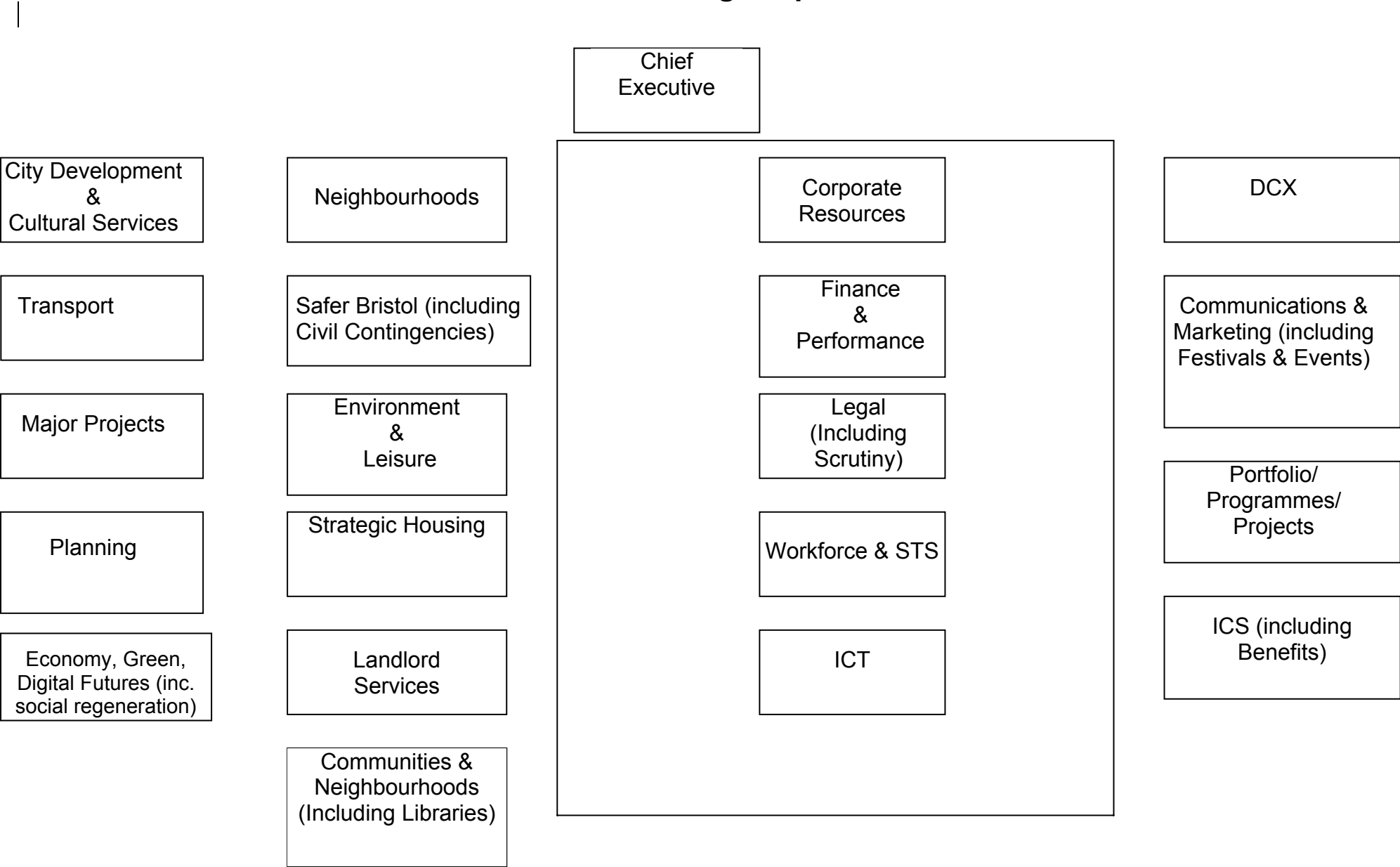
2. Market Supplements

The following posts currently receive market supplements, which will be discontinued upon implementation of these proposals:-

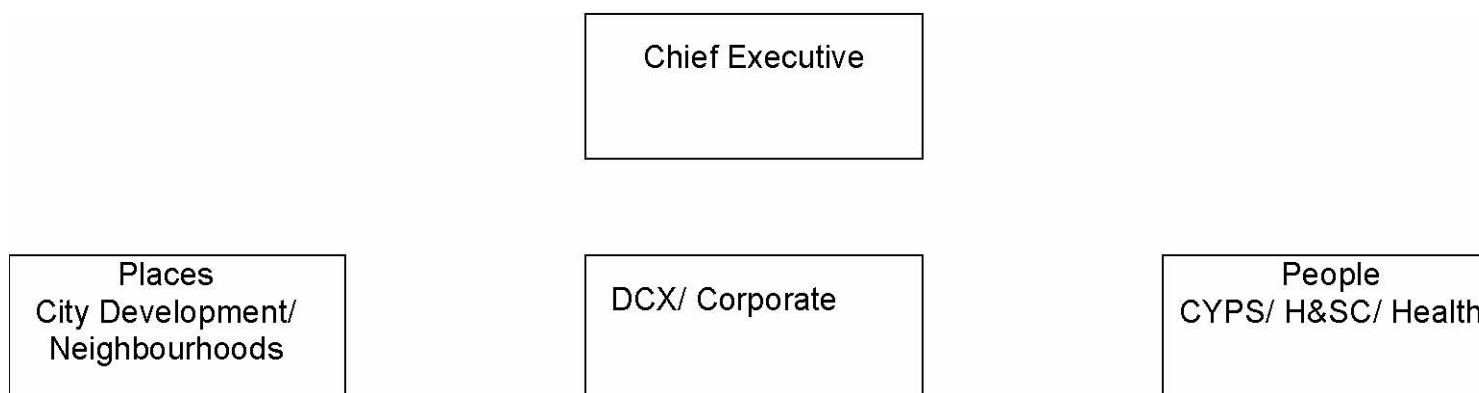
Strategic Director: Resources	(10% supplement)
Service Director: STS	(3.5% supplement)

Restructuring Proposal

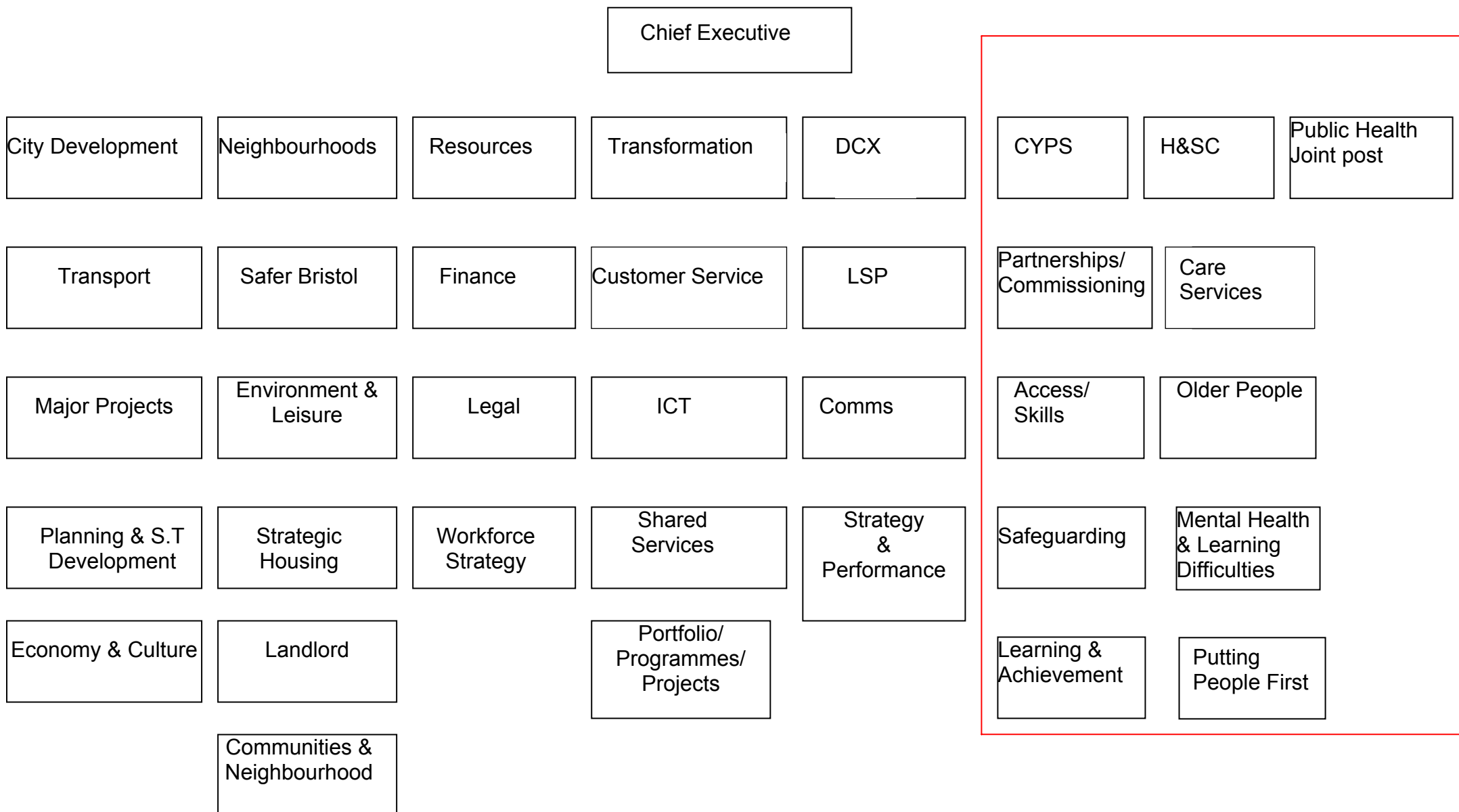
Appendix (5) C1



Strategic Leadership Team proposals 2012/13



Existing Structure



BRISTOL CITY COUNCIL**Job Description: Deputy Chief Executive****JOB PURPOSE****Generic Accountabilities:**

Each Director / Chief Officer 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: Local Strategic Partnerships and Partnership Development, and “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

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:

- Communications and Marketing (Inc. reputation management, events and festivals)
- Portfolio, Programme and Project Management
- Customer access: Integrated Customer Services
- Organisational development and learning
- Policy and Planning (corporate/strategic overview)
- Partnership development
- Emergency planning, civil contingencies, crisis management.

Specific Accountabilities / Outcomes

To deputise for the Chief Executive and ensure continuity of leadership and decision making in the absence of the Chief Executive.

To assist the Chief Executive in:

- Driving forward cultural change and organisational development and learning.
- Achieving realisation and delivery of the Council's vision and policies for a better Bristol.
- Delivering major budget savings.
- Maintaining focus on key priorities at national, regional and local level.
- Providing overall managerial leadership and vision that will enable the City Council to develop and implement innovative, flexible and community focussed approaches to service delivery.

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: Corporate Resources

Job Description (September 2010)

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/Corporate Finance
- Corporate Property
- Corporate Performance (Inc. performance against external measures)
- Strategic Commissioning/Decommissioning and Corporate Procurement
- Strategic Human Resources and workforce Strategy (including Health and Safety and Occupational Health & Counselling). This post is the Council's designated “Safety Director”
- Shared Transactional Services (inc. Finance, HR, Procurement and Facilities Management)
- Asset Management

- Legal and Democratic Services (including scrutiny and elected member development)
- Internal audit and the Audit Commission (whilst in existence)
- Information and Communications Technology
- Risk management.

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 directorate to the Executive. To ensure that financial systems are in place to ensure the effective management of the directorate in accordance with best value priorities. To ensure that the directorate 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 directorate. To ensure that directorate 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

JOB DESCRIPTION/JOB DESCRIPTION QUESTIONNAIRE TEMPLATE

Directorate: City Development (or Deputy Chief Executive)
Job Title: Service Director - Economic, Green and Digital Futures
Reports to: Strategic Director - City Development (or Deputy Chief Executive)

Job Purpose:**Specific:**

By providing a strong, high profile co-ordination of effort in support of the Leadership's 20/20 delivery programme, and more widely, to deliver tangible and significant green, digital and economic outcomes for the city. To strengthen the inward investment attractiveness of Bristol, via the delivery of major initiatives for the benefit of residents and businesses and thereby consolidate the city's reputation as a low carbon green capital in Europe.

Generic:

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

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

Specific Service Accountabilities/Outcomes:

To manage the following disciplines and provide strategic co-ordination and leadership of experts and talented individuals in:

- Economic Development (including analysis and strategy), and Regeneration
- Green Capital and Sustainable City initiatives
- Digital economy
- European and international partnerships and initiatives
- Through high profile leadership, effective collaborative working locally, nationally and in Europe, and by stimulating innovation, to achieve the delivery of tangible economic development, green and digital advances within the city.

- Encourage the promotion and expansion of business generally, with particular emphasis on the environmental technological, digital and creative media sector, by enabling growth and facilitating links to venture capital, and fully developing the Invest in Bristol initiative.
- Develop truly effective economic analysis and intelligence, to enable informed and timely resource prioritisation decision making, in conjunction with Local Enterprise Partnership colleagues.
- Through effective city interventions, enhance the economic prosperity of Bristol and cultivate enterprise innovation and knowledge transfer, building on our emerging sectors of enterprise strength.
- From a strategic perspective to ensure the city secures the right skills for its prospering enterprise sectors.
- Leading Regeneration programmes in Bristol to effectively tackle worklessness, particularly within the most deprived wards, to assist people out of poverty.
- Play a leading role for the Council in promotion of Bristol's Green Capital programme which aims to accelerate the pace of change in our economy and our communities towards the low carbon future that will make Bristol a more sustainable, healthier, greener city.
- Oversee the delivery of the Council's contribution to the Climate Change and Energy Security Framework, including the development and implementation of effective strategies and initiatives that will make the city of Bristol a leader in green initiatives and the sustainability agenda.
- Oversee and lead the Council's European and international activities, ensuring we develop effective relationships and take full advantage of EU funding opportunities.
- It will be essential to work closely with Place Marketing, Destination Bristol, Invest in Bristol, the West of England Partnership, the new Local Enterprise Partnership and others, thereby enhancing Bristol's reputation as a place for innovation and enterprise.
- Oversee the successful implementation of a range of digital initiatives, ensuring wider equality of accessibility to the best digital facilities for businesses and individuals.

Responsible for/Dimensions:

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

Revenue: £5m per annum.

Capital: £20m per annum.

The approximate number of jobs subordinate to this job: 50

Generic Accountabilities and Outcomes:

Key Result Area	Outcomes
One Council Strategic Leadership	<ul style="list-style-type: none"> • Create and translate the organisation's vision, mission and values into effective strategy • Balance competing interests and ensure that strategies developed retain the support of major stakeholders • Lead integrated working to design and deliver successful, coherent and cost effective projects and services • Lead and deliver key projects within transformation agenda and embed new ways of working • Translate political requirements into managerial action through effective working with elected members and other key stakeholders • Mobilise effective support for projects from within and outside the organisation
Performance Management	<ul style="list-style-type: none"> • Lead and create an accountable performance culture across the service • Improve, design and manage key processes to support the achievement of priorities and continuously improve performance • Develop the confidence and competence of managers to take prompt action to deal with poor performance • Encourage innovation and experimentation
Builds Winning Teams	<ul style="list-style-type: none"> • Provide clarity of vision and purpose to inspire and enable others to act • Plan, manage and improve people resources to enable effective service delivery • Model and promote a leadership style which motivates employees, maximises attendance and inspires excellent performance • Model and promote good equalities practice and value diversity across the service

Key Result Area	Outcomes
Partnership Delivery	<ul style="list-style-type: none"> • Identify key partners and strategic partnership opportunities • Build and develop successful partnerships that foster creative thinking and maximise benefit for the city • Represent the “One Council” effectively within partnership arena
Communication and Reputation Management	<ul style="list-style-type: none"> • Lead successful internal communication with employees • Deliver results through effective consultation with the public and stakeholders • Deliver a positive reputation through relationships with customers and service users and a quality track record of delivery
Customer Focus	<ul style="list-style-type: none"> • Establish a customer-focussed culture across the service • Drive service improvement through clear understanding of different customer and stakeholder needs and motivations • Manage the customer relationship successfully and apply the learning to service design and delivery
Resource Management	<ul style="list-style-type: none"> • Secure resources for the delivery of plans including creating and taking opportunities to gain external funding • Make optimal use of available resources in support of policy and strategy • Utilise effective risk management processes to ensure delivery of agreed outcomes
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"> • 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.

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

Hardest part of job:

- Making a significant contribution to the economic, green and technological development of Bristol helping the city move up the league table of leading European cities (currently ranking 34th).
- Turning rhetoric into action, and delivering significant demonstrable green, economic and digital outcomes, for the benefit of residents and businesses in Bristol.
- The post holder will play a leading role in delivering key economic, green and digital aspects of the 20/20 Community Strategy. Responsible for the council delivering its Climate Change and Energy Security Framework objectives, one of its most challenging demands.
- Impacting on poverty in the most deprived wards of Bristol, by leading and developing programmes that have a measurable and lasting effect, eg reduced worklessness.

Impact:

- For more businesses and residents effectively served by digital infrastructure.
- Moving Bristol up the European league table of prosperous cities from 34th will mean a wide ranging positive impact for the local economy and the people living here.
- Moving Bristol up the world league table of quality places to live.
- Meeting the cities ambitious carbon reduction targets.
-
- Reduction in worklessness in most deprived wards thereby reducing deprivation.

Organisation

See structure chart.

Knowledge and Skills

See employee specification.

AUGUST 2010

BRISTOL CITY COUNCIL

JOB DESCRIPTION/JOB DESCRIPTION QUESTIONNAIRE TEMPLATE

Directorate: Corporate Resources

Job Title: Service Director: Human Resources and Shared Transactional Services

Reports to: Strategic Director: Resources

Job Purpose:

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:

Human Resources (Strategic):

- To support the elected members and Strategic Leadership Team to achieve the Council's objectives through creating and implementing an effective workforce (HR) strategy, ensuring that the Council has the right people in the right numbers with the right skills and the right motivation
- Responsible to the Chief Executive for consideration and approval of all “Head of Paid Service” pay & benefits delegations
- To ensure all directorates undertake robust and effective workforce planning
- To maintain a positive employee relations climate

- To ensure “fit for purpose” HR policies and procedures (including Pay Policy) are in place
- To be accountable to the designated “Safety Director” for Health, Safety and Welfare policy/strategy and advice/support for the City Council, and for locally managed schools (including the OH&C Service)
- To be Head of profession for HR across the city council
-
- To ensure the provision of proactive and constructive HR advice, under the business partner model, to the city council and managers
- To provide an HR service for locally managed schools, including recommendation of HR policies & practices to Head Teachers and Governing Bodies
- To ensure equalities in employment (including matters relating to equal pay, and positive action)
-

Shared Transactional Services:

- Deliver Finance, HR, Procurement, and Facilities transactions to world class standards of service quality and cost.
- Create and lead management team and employees to deliver class leading employee and partner satisfaction levels with service.
- Work with council functions, and partners across the public and private sector to design and deliver world class processes, supporting ICT, and physical infrastructure for the Shared Transactional Services Centre.
- Lead channel strategy and delivery for Web, ‘Phone, Face to Face, and Mail access to employee and partner services.
- Lead employee and partner insight, journey planning, lean engineering, avoidable contact, and channel shift for employee services.

Dimensions:

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

Responsible for revenue budgets: £41m 2010/11

The approximate number of jobs subordinate to this job: c.600 FTE (c.820 staff)

(Council wide approximately 16,500 employees).

Generic Accountabilities and Outcomes:

Key Result Area	Outcomes
One Council Strategic Leadership	<ul style="list-style-type: none"> • Create and translate the organisation's vision, mission and values into effective strategy • Balance competing interests and ensure that strategies developed retain the support of major stakeholders • Lead integrated working to design and deliver successful, coherent and cost effective services • Lead and deliver key projects within transformation agenda and embed new ways of working • Translate political requirements into managerial action through effective working with elected members and other key stakeholders • Mobilise effective support for projects from within and outside the organisation
Performance Management	<ul style="list-style-type: none"> • Lead and create an accountable performance culture across the service • Improve, design and manage key processes to support the achievement of priorities and continuously improve performance • Develop the confidence and competence of managers to take prompt action to deal with poor performance • Encourage innovation and experimentation
Builds Winning Teams	<ul style="list-style-type: none"> • Provide clarity of vision and purpose to inspire and enable others to act • Plan, manage and improve people resources to enable effective service delivery • Model and promote a leadership style which motivates employees, maximises attendance and inspires excellent performance • Model and promote good equalities

	<p>practice and value diversity across the service</p>
Partnership Delivery	<ul style="list-style-type: none"> • Identify key partners and strategic partnership opportunities • Build and develop successful partnerships that foster creative thinking and maximise benefit for the city • Represent the “One Council” effectively within partnership arena
Communication and Reputation Management	<ul style="list-style-type: none"> • Lead successful internal communication with employees • Deliver results through effective consultation with the public and stakeholders • Deliver a positive reputation through relationships with customers and service users and a quality track record of delivery
Customer Focus	<ul style="list-style-type: none"> • Establish a customer-focussed culture across the service • Drive service improvement through clear understanding of different customer and stakeholder needs and motivations • Manage the customer relationship successfully and apply the learning to service design and delivery
Resource Management	<ul style="list-style-type: none"> • Secure resources for the delivery of plans including creating and taking opportunities to gain external funding • Make optimal use of available resources in support of policy and strategy • Utilise effective risk management processes to ensure delivery of agreed outcomes
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"> • 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.

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

Human Resources (Strategic):

The hardest part of the job will be:

- to develop and implement the Council-wide Workforce Strategy, identifying and responding to the key workforce issues for the Council
- to develop “fit for purpose” policies and procedures and to secure their consistent implementation across the Council
- to provide timely, proactive and constructive HR and H&S advice and support to council services & locally managed schools, when and where it is needed
-
- to drive through the cultural change required in the delivery of HR services, winning the hearts and minds of clients whilst maintaining required processes
- to maintain an effective corporate employee relations culture
- to apply Head of Paid Service delegations effectively and consistently within “one council”

Working with the Strategic Leadership Team to identify and secure in practice innovative workforce strategy and HR policies and procedures, which reflect the council as one employer but recognise the diversity of its services and their objectives and context.

Achieving the balance between the provision of specialist advice and support and enabling managers to fulfil their responsibility for HR management in their area, while ensuring that the services provided are responsive to the ‘customer’ and the community.

Maintaining an effective relationship with the trade unions, whilst ensuring that the council’s operational and resource objectives are met.

Ensure the development of standards, policies, practices and initiatives which ensure the successful recruitment, motivation and retention of competent employees and meet best practice in ensuring equality of opportunity in employment and improving workforce diversity.

Ensuring the development, management and maintenance of remuneration policies to ensure pay is competitive yet affordable and equitable.

Ensuring the development of policies, strategies and practices which ensure effective communication, consultation and negotiation with employees and

their representatives, to secure effective employee relations and the consistent treatment of individuals, as part of ensuring a flexible and committed workforce.

The jobholder must work with the strategic directors and managers from across the council in identifying and securing innovative HR strategies and practice to support achievement of the Council's objectives. Such developments must take account of the diversity of council services and their objectives and context, as well as reflecting the council as one employer.

This work also involves contact with a variety of external bodies to ensure the council contributes and benefits from experience and innovation elsewhere. The jobholder will come into regular contact with trade union officials and representatives and makes recommendations to members having gained the support and commitment of strategic managers.

The work requires clear implementation programmes, effective communication and support for directorates and effective means of monitoring and reviewing the overall performance.

Shared Transactional Services:

The hardest part of the job will be to:

- Refine and continue to improve transactional services;
- To prepare the services for continued “in-house” delivery, externalisation or region-wide partnership options

Setting-up the services will be hard as the jobholder will need to bring together very disparate groups with very different cultures. They will need to be forceful, yet use every influencing and communication skill to extract services from existing structures. They will need to maintain client confidence during the physical and cultural change.

The jobholder will need to use their know how to bring together systems and seek efficiencies and improved ways of working. This will require them working alongside the Service Director: ICT and other internal and external partners to proactively input in to the creation of and then set-up of “fit for purpose” systems. This must be done in a relatively short period of time, against the backdrop of current, client criticism of the ineffectiveness and cumbersome nature of some systems (for example HR information/transactions requires rapid improvement).

The jobholder will need to grasp and then deliver the Senior Business Change Management role for the transactional services programme. They must identify the problems, resolve them and “make it happen”.

Organisation:

See structure chart.

Knowledge and Skills

See employee specification.

BRISTOL CITY COUNCIL

JOB DESCRIPTION

SERVICE DIRECTOR: INTEGRATED CUSTOMER SERVICES (INC. BENEFITS)**Directorate:** Deputy Chief Executive's**Reports to:** Deputy Chief Executive**Job Purpose:**

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:

- Deliver customer service transactions to world class standards of service and cost.
- Create and lead management team and employees to deliver class leading customer and partner satisfaction levels with service.
- Overall management of the Benefits Service.
- Work with council functions, and partners across the public and private sector to design and deliver world class processes, supporting ICT, and physical infrastructure for the Integrated Customer Services Centre.
- Lead channel strategy and delivery for Web, 'Phone, Face to Face, and Mail access to customer services.
- Lead customer insight, journey planning, lean engineering, avoidable contact, and channel shift for customer services.

- Undertake the Senior Business Change Manager role for the customer excellence programme

Responsible for/Dimensions:

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

Revenue collection: £400m

Cost budget: c.£20m +

Capital: None.

Housing and Council Tax Benefits spend: £160m +

The approximate number of jobs subordinate to this job: 600

Currently there are approximately 300 identifiable customer services.

42,000 benefits claimants.

Generic Accountabilities and Outcomes:

Key Result Area	Outcomes
One Council Strategic Leadership	<ul style="list-style-type: none"> • Create and translate the organisation's vision, mission and values into effective strategy • Balance competing interests and ensure that strategies developed retain the support of major stakeholders • Lead integrated working to design and deliver successful, coherent and cost effective services • Lead and deliver key projects within transformation agenda and embed new ways of working • Translate political requirements into managerial action through effective working with elected members and other key stakeholders • Mobilise effective support for projects from within and outside the organisation
Performance Management	<ul style="list-style-type: none"> • Lead and create an accountable performance culture across the service

	<ul style="list-style-type: none"> • Improve, design and manage key processes to support the achievement of priorities and continuously improve performance • Develop the confidence and competence of managers to take prompt action to deal with poor performance • Encourage innovation and experimentation
Builds Winning Teams	<ul style="list-style-type: none"> • Provide clarity of vision and purpose to inspire and enable others to act • Plan, manage and improve people resources to enable effective service delivery • Model and promote a leadership style which motivates employees, maximises attendance and inspires excellent performance • Model and promote good equalities practice and value diversity across the service
Partnership Delivery	<ul style="list-style-type: none"> • Identify key partners and strategic partnership opportunities • Build and develop successful partnerships that foster creative thinking and maximise benefit for the city • Represent the “One Council” effectively within partnership arena
Communication and Reputation Management	<ul style="list-style-type: none"> • Lead successful internal communication with employees • Deliver results through effective consultation with the public and stakeholders • Deliver a positive reputation through relationships with customers and service users and a quality track record of delivery
Customer Focus	<ul style="list-style-type: none"> • Establish a customer-focussed culture across the service • Drive service improvement through clear understanding of different customer and stakeholder needs and motivations • Manage the customer relationship successfully and apply the learning to service design and delivery
Resource Management	<ul style="list-style-type: none"> • Secure resources for the delivery of plans including creating and taking opportunities to gain external funding • Make optimal use of available resources in support of policy and strategy

	<ul style="list-style-type: none"> Utilise effective risk management processes to ensure delivery of agreed outcomes
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"> 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 .
Health, Safety & Welfare	<ul style="list-style-type: none"> So far as is reasonably practicable, the post holder must ensure that safe working practices are adopted by employees and in premises/work areas for which the post holder is responsible to maintain a safe working environment for employees and service users. These are defined in the Corporate Health, safety and Welfare Policy, departmental policies and codes of practice.

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

The hardest part of the job will be to:

- breakdown existing disparate cultures and organisational barriers (e.g. “silo working”) and then bring together all stakeholders to achieve cultural and structural change. In 2009/10 specifically the integration of the Local Tax function into ICS and close working of the Housing Benefits function. The post holder must seek to deliver significant improvements in the performance of the Benefits Service which has received poor independent assessments in 2010 following inspection.
- to coordinate a one council approach to the delivery of some 300 identifiable customer services
- bring together the disparate web/telephone/mail customer service systems
- develop the strategy for the future of customer services over the next 3 years (and thereafter) and then sell it to all stakeholders
- define and then acquire the services' ICT requirements
- to establish time base plans for the above

This will require the jobholder to undertake the Senior Business Change Manager role for the customer excellence programme (see further information

on SBCM role) and they will need to work alongside each SBCM in each directorate.

Scope For Impact

Maintaining 42,000 households through a benefits service.

Provision of a very wide range of services to Bristol (including, full range of Council front line responses, libraries, benefits, taxation) which operate effectively and enhance reputation, as well as delivering value for money.

Knowledge and Skills

See employee specification.

BRISTOL CITY COUNCIL

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

Directorate: NEIGHBOURHOODS
Job Title: SERVICE DIRECTOR NEIGHBOURHOODS, & COMMUNITIES
(INC. LOCAL LIBRARIES)
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.
- Stewardship and transformation of Local Library Service
- 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
- Ensure effective ongoing links with other core cultural services

Responsible for/Dimensions:

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

Revenue:

- Community & Voluntary Sector Grants Budget £2.5m
- Staffing Budgets £10+

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:

- 350

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

	<ul style="list-style-type: none"> • Builds and develops partnerships that deliver outcomes for the public • Represents the “One Council” effectively within partnership arena
Communication and Reputation Management	<ul style="list-style-type: none"> • Internal communication with staff is meaningful and sustained • Consultation with the public and stakeholders is effective and achieves results • Delivers a positive reputation through the work of your teams
Customer Focus	<ul style="list-style-type: none"> • Meets customer expectations, ensures the needs of diverse communities and individuals are met • Responds to complaints, learning from outcomes and making changes
Resource Management	<ul style="list-style-type: none"> • Spending is managed within budget • Value for money in service delivery is demonstrated and improved • Risk is managed effectively
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"> • 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.

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.

Ensure that the Library service runs efficiently, delivering a wide range of quality and value for money services, accessible to the many diverse communities within Bristol.

Delivering ongoing, year on year improvement in the performance of the library service in terms of service quality, utilisation of new technologies, integration with other council services, and overall efficiency.

Improving the value for money of the library service and develop the local learning potential of communities through a transformational programme which will diversify the delivery model of libraries, to include provision with/through partner organisations and volunteers, making full use of potential co-location opportunities.

Organisation

- Attached

Knowledge and Skills

- See employee specification

BRISTOL CITY COUNCIL

JOB DESCRIPTION/JOB DESCRIPTION QUESTIONNAIRE TEMPLATE

Directorate: Neighbourhoods

Job Title: Service Director: Strategic Housing

Reports to: Strategic Director: Neighbourhoods

Job Purpose:

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:

- Accountable for the development and leadership of preventative and responsive homelessness and housing advice services delivered in-house and in partnership with other agencies, including the development of innovative approaches.
- Managing regional/sub-regional relationships to achieve maximum funding for Bristol for the delivery of affordable homes programme, private sector housing and homelessness services.
- Accountable for the delivery of sub-regional and citywide policy and practice in relation to the strategic housing roles, and in particular housing development and private sector housing, including gypsies and travellers.
- Accountable for a transformed context for housing at a strategic level

for Bristol, by working with all housing providers, developers and the Housing and Communities Agency.

- Accountable for the commissioning of housing solutions in partnership with other agencies, in order to deliver appropriate and value-for-money solutions for customers at a city-wide level.
- Accountable for a rehousing service for social landlords in Bristol, with a view to extending this to a sub-regional basis.

Responsible for/Dimensions:

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

Budget of £11.1m,

Budget responsibilities are complex through a range of commissioning and third party spends and income arrangements.

Lead role for acquisition of £30m p.a capital resources for affordable housing programme.

The approximate number of jobs subordinate to this job: 50?

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14,500 applicants on the housing register.

Delivery of 440 new affordable homes against a need for 1200 new homes per annum.

Generic Accountabilities and Outcomes:

Key Result Area	Outcomes
One Council Strategic Leadership	<ul style="list-style-type: none">• Create and translate the organisation's vision, mission and values into effective strategy• Balance competing interests and ensure that strategies developed retain the support of major stakeholders• Lead integrated working to design and deliver successful, coherent and cost effective services• Lead and deliver key projects within transformation agenda and embed new ways of working• Translate political requirements into managerial action through effective working with elected members and other key stakeholders

	<ul style="list-style-type: none"> • Mobilise effective support for projects from within and outside the organisation
Performance Management	<ul style="list-style-type: none"> • Lead and create an accountable performance culture across the service • Improve, design and manage key processes to support the achievement of priorities and continuously improve performance • Develop the confidence and competence of managers to take prompt action to deal with poor performance • Encourage innovation and experimentation
Builds Winning Teams	<ul style="list-style-type: none"> • Provide clarity of vision and purpose to inspire and enable others to act • Plan, manage and improve people resources to enable effective service delivery • Model and promote a leadership style which motivates employees, maximises attendance and inspires excellent performance • Model and promote good equalities practice and value diversity across the service
Partnership Delivery	<ul style="list-style-type: none"> • Identify key partners and strategic partnership opportunities • Build and develop successful partnerships that foster creative thinking and maximise benefit for the city • Represent the “One Council” effectively within partnership arena
Communication and Reputation Management	<ul style="list-style-type: none"> • Lead successful internal communication with employees • Deliver results through effective consultation with the public and stakeholders • Deliver a positive reputation through relationships with customers and service users and a quality track record

	of delivery
Customer Focus	<ul style="list-style-type: none"> • Establish a customer-focussed culture across the service • Drive service improvement through clear understanding of different customer and stakeholder needs and motivations • Manage the customer relationship successfully and apply the learning to service design and delivery
Resource Management	<ul style="list-style-type: none"> • Secure resources for the delivery of plans including creating and taking opportunities to gain external funding • Make optimal use of available resources in support of policy and strategy • Utilise effective risk management processes to ensure delivery of agreed outcomes
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"> • 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.

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

Hardest parts of the job

- Leadership of demand-led services, within budget constraints.
- Delivery of stretch targets, especially affordable housing.
- Acquiring financial resources for Bristol in a regional, competitive environment.
- Delivering innovative solutions to service development that meet customer expectations.
- Delivering services within significant legal and policy framework constraints.
- Constructing and maintaining relationships with a range of national, regional and local agencies/partners, for the benefits of Bristol.

Scope for impact

- 3000 households rehoused into better accommodation each year.
- 440 new affordable homes each year, improvements to the local

environment and provision of support services that improve life chances for vulnerable people, including families.

- Maintaining occupation of 8,500 homes in the private sector through interventions including financial assistance, advice and enforcement.
- Improved provision for gypsies and travellers and thereby reducing the impact of illegal encampments on local communities.

Organisation

See structure chart

Knowledge and Skills

See employee specification.