HAVANT BOROUGH COUNCIL PUBLIC SERVICE PLAZA CIVIC CENTRE ROAD HAVANT HAMPSHIRE P09 2AX



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EXTRAORDINARY CABINET AGENDA

Membership: Councillor Rennie (Chairman)

Councillors Bains (Vice-Chairman), Denton, Satchwell, Robinson, Pike and Bowerman

Meeting: Cabinet

Date: Wednesday 13 April 2022

Time: 3.00 pm

Venue: Newlease / Tournerbury Room, Public Service Plaza, Civic

Centre Road, Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Kim Sawyer Chief Executive

5 April 2022

Contact Officer: Jenni Harding 02392 446234

Email: jenni.harding@havant.gov.uk

PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record any apologies for absence.

2 Minutes 1 - 6

To confirm the minutes of the last meeting held on 07 March 2022.

3 Declarations of Interests

To receive and record any declarations of interest.

4 Chairman's Report

5 Cabinet Lead Delegated Decisions, Minutes from Meetings etc.

RECOMMENDED that the following Delegated Decisions and Minutes of Meetings be noted:

- (1) 31/03/22 Energy Rebate £150 Discretionary Scheme
- (2) 22/03/22 Additional Infrastructure Spend Regarding Improvements to Environmental Services on Hayling Island
- (3) 22/03/22 Replacement and repair of Beach Huts damaged by Storm Eunice
- (4) 07/03/22 Future External Audit Provision
- (5) 16/02/22 Proposed TRO Avenue Road
- (6) 16/02/22 <u>Traffic Regulation Order for Bellair Road,</u>
 <u>Montgomery Road, Connaught Road, Pine Grove and Oaklands Road</u>
- (7) 16/02/22 <u>Traffic Regulation Order for Yeolls Lane in</u> Lovedean

RECOMMENDED that the following Minutes of Meetings be noted:

(1) 21/03/22 - Portchester Crematorium Joint Committee on Monday, 21st March, 2022

Leader of the Council

6 Senior Management Structure

7 - 28

GENERAL INFORMATION

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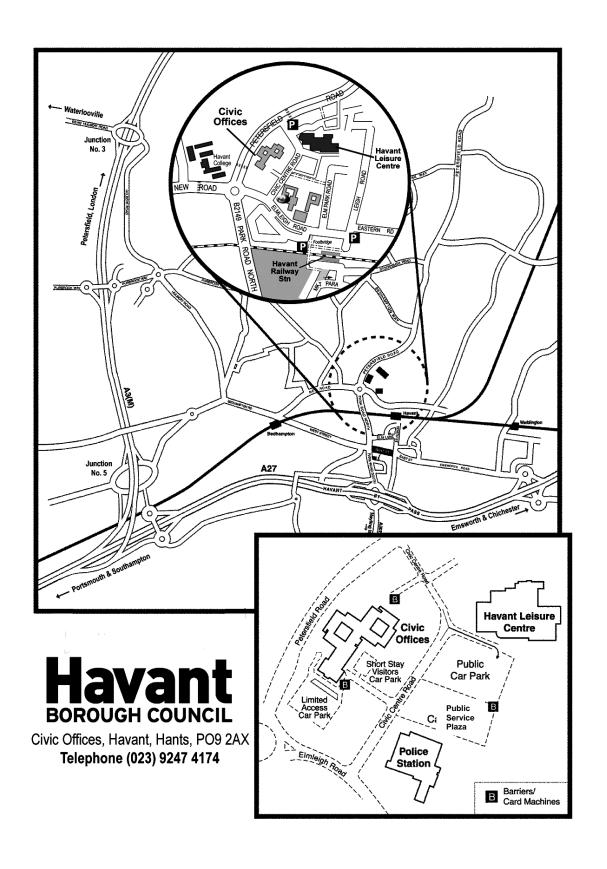
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Cabinet 7 March 2022

HAVANT BOROUGH COUNCIL

At a meeting of the Cabinet held on 7 March 2022

Present

Councillor Rennie (Chairman)

Councillors Bains (Vice-Chairman), Bowerman, Denton, Pike, Robinson and Satchwell

51 Apologies for Absence

There were no apologies.

52 Minutes

The minutes of the previous meeting of 16 February 2022 were agreed as a correct record.

53 Declarations of Interests

Councillor	Min ute No	Item Title	Nature of Interest
Cllr Bains	57	Freeports	Cllr Bains informed members that she is a Director of the Board. The Monitoring Officer advised that Cllr Bains 'abstain' from voting on this item.

54 Chairman's Report

The Leader expressed his shock and deep sadness regarding the events taking place in the Ukraine and extended his thoughts and prayers to the Ukrainian people.

The Leader further commented regarding the overwhelming generosity and support of the residents of the Havant Borough and notified Cabinet that the Council has been able to open a vacant unit in the Meridian Centre for the use of a local charity that is collecting warm clothing, towels, blankets and other humanitarian aid in support of the Ukrainian refugees.

More information is available on the Council's website.

55 Recommendations from the Scrutiny Board

Cllr Francis, as Vice-Chairman of the Overview & Scrutiny Committee informed Cabinet of the Committees findings and recommendations in relation to item 8, 9 & 10 on the agenda.

56 Options Appraisal and Business Case for Withdrawal from Joint Management and Shared Staff Arrangements

Councillor Rennie invited Kim Sawyer as Acting Chief Executive to introduce the item.

Proposed by Councillor Rennie and seconded by Councillor Denton, following debate, Cabinet RESOLVED to recommend to Full Council:

- a) To approve the preferred option for the future of the Council as set out in the Options Appraisal and Business Case (Appendix 1).
- b) To approve the outline business plan for the delivery of the preferred option, as set out in the Options Appraisal and Business Case (Appendix 1).
- c) To note the findings of the independent report by CIPFA (Appendix 2) into the affordability of the option to end the Joint Management Team Arrangements.
- d) To approve the arrangements for managing transition as set out in section 7 of the Options Appraisal and Business Case (Appendix 1), and that the Chief Executive be delegated authority, in consultation with the s151 Officer, Monitoring Officer and Head of OD, to develop and implement a robust transition plan, including the entering into contracts or variation agreements which may be required.

57 Freeports

Councillor Bains introduced the item as relevant Cabinet Lead.

Representatives from KPMG answered questions and provided clarification for Members.

Proposed by Councillor Bains, seconded by Councillor Bowerman, following debate and a vote in which there were 6 in favour and 1 abstention, it was RESOLVED that Cabinet:

1) Note the update in respect of the development of the Solent Freeport Programme and with regard to the opportunities for Havant borough.

- Note the update on progression of the Full Business Case (FBC) and delegate to the Chief Executive Officer the formal sign off of the FBC to enable the submission to Government.
- 3) Note the update on progression of the Memorandum of Understanding (MoU) and delegate to the Chief Executive Officer the sign off of the MoU on behalf of the Council.

58 Hayling Island Seafront Strategy - Regeneration Ambition - Update

Councillor Satchwell introduced the item as relevant Cabinet Lead and thanked Officers for their work in producing the strategy.

The Leader confirmed that the Overview & Scrutiny Committee noted the report at their meeting of 01 March 2022.

Proposed by Councillor Satchwell and seconded by Councillor Pike, following debate, it was RESOLVED that Cabinet:

- (i) note the update on work underway to develop a Hayling Island Seafront Strategy.
- (ii) note the update on the engagement programme
- (iii) Endorse the revised ambition document for Hayling Island Seafront to provide a framework for the wider Seafront Strategy and direct the Hayling Island Seafront Regeneration Programme.
- (iv) Endorse the work done to develop a brand for Hayling Island Seafront and agree next steps
- (v) Agree the high-level delivery plan which will form the basis for the Hayling Island Seafront Regeneration Programme.

59 Havant Regeneration & Economy Strategy - A Refreshed Approach

Councillor Pike introduced the item as relevant Cabinet Lead.

The Leader confirmed that the Overview & Scrutiny Committee noted the report at their meeting of 01 March 2022.

The Leader further thanked Councillor Pike for bringing this refreshed regeneration strategy forward.

Proposed by Councillor Pike and seconded by Councillor Satchwell, following debate it was RESOLVED that Cabinet endorse the Havant Regeneration & Economy Strategy and recommend its adoption to Full Council.

60 Havant Town Centre Regeneration - Priority Projects

Councillor Pike introduced the item as the relevant Cabinet Lead.

Councillor Francis introduced the recommendation from the Overview & Scrutiny Committee from their meeting held on 01 March 2022 which is detailed in the Committees report.

Councillor Pike, supported the recommendation from the Overview & Scrutiny Committee, subject to it being amended to read:

"The Cabinet Lead for Regeneration to consider the full range of options available to the Council in addition to selling its assets for development and will bring them back to Cabinet at a later date with a recommendation on the steps forward".

Cabinet discussed the recommendation set out in the report together with Councillor Pike's amendment – RESOLVED.

Proposed by Councillor Pike and seconded by Councillor Rennie, following debate it was RESOLVED that Cabinet:

- 1) note the updates set out in this paper in respect of the three priority projects.
- 2) Approve the development of a full Business Case for the Plaza East car park to be brought back to Cabinet for approval.
- Approve the outline Business Case for Bulbeck Road car park and to agree to the development of a full business case, subject to available funding.
- 4) Approve the Havant Town Centre Access & Public Realm package and agree to the progression of the priority projects, including Havant Park, subject to available funding.
- 5) Approve the development and in accordance with the appropriate delegations and subject to availability of funding and resources, the submission of a round two Levelling Up Fund bid.
- 6) The Cabinet Lead for Regeneration to consider the full range of options available to the Council in addition to selling its assets for development and will bring them back to Cabinet at a later date with a recommendation on the steps forward.

61 Council Tax Empty Homes Premium Review

Councillor Denton introduced the item as the relevant Cabinet Lead.

Proposed by Councillor Denton and seconded by Councillor Robinson following debate, it was RESOLVED that Cabinet recommend to Full Council to approve the introduction of a Premium Deferral process to the existing Council Tax Empty Homes Premium scheme as detailed in Appendix C.

The meeting commenced at 5.30 pm and concluded at 7.07 pm				
Chairman				



Agenda Item 6

NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET 13 April 2022

SENIOR MANAGEMENT STRUCTURE

FOR NOTING

Portfolio Holder: Cllr Alex Rennie

Key Decision: No

Report Number: HBC/039/2022

1. Purpose

- 1.1 That the Council considers the proposals developed by the Acting Chief Executive (Head of Paid Service) in relation to changes to the Senior Management Structure of the Council at Appendix 1 and the role profiles at Appendix 2.
- 1.2 Adoption of these proposals will move the Council towards the standalone model agreed at its meeting in March 2022.
- 1.3 This structure is designed to meet the objectives of the Corporate Strategy 2022-2026 and will have a clear focus on our residents and businesses, economic development and strategic planning and a leaner and more agile workforce.

2. Recommendations

- 2.1 Cabinet RECOMMENDS that Council;
 - (i) agree the proposed senior management structure at Appendix 1;

- (ii) note that the structure shall exclude any posts at Director level and instead have five Executive Heads of Service who will be Chief Officers of the Council. Role profiles are included at Appendix 2
- (iii) agree that formal consultation will begin immediately with the existing senior managers across Havant Borough Council and East Hampshire District Council
- (iv) agree that following consultation the Head of Paid Service take all necessary steps, through the HR Committee to appoint to roles within the proposed Senior Management Structure following appropriate processes set out in the Constitution
- (v) that remuneration and terms and conditions for the Executive Head of Service roles be determined by HR Committee upon appointment to those roles

3. Background

- 3.1. Members are fully aware of the requirement to implement a structural change to the Council following the decision to separate joint working arrangements with East Hampshire District Council in January 2022.
- 3.2. The existing structure operates under a shared management team with East Hampshire District Council.
- 3.3. The Acting Chief Executive and Head of Paid Service has therefore undertaken a review of the senior management structures that are currently in place and proposes a structure that will enable Havant Borough Council to meet its objectives of becoming a standalone Council and deliver on its Corporate Strategy.

4. Key features of new structure

- 4.1. The key aims of these proposals are designed to provide the corporate, operational, and functional leadership necessary to ensure the Council delivers its Corporate Strategy and key services.
- 4.2. These proposals are further designed to bring greater efficiency in management and service delivery by reducing senior management tiers and cost. It places more emphasis on customer facing services with four of the five Executive Heads focused on front facing service delivery.
- 4.3. Bringing the support services into a single team is strengthened by the close alignment of the Chief Executive role to that team, in particular the corporate governance functions of the organisation. An agglomerated team will be leaner and work to a singular ethos of supporting frontline services to deliver the best possible outcomes for our residents, businesses, and community groups.
- 4.4. The proposed senior management structure will operate within 2 tiers, rather than the existing 3. The removal of the Director level marks a departure from a traditional way of structuring Councils with a Director and Head of Service level at two tiers below the Chief Executive role. This can make the span of the Directors management too wide and reduce their effectiveness.
- 4.5. Creating a level of below the Chief Executive with strategic responsibility for delivering on the Council's objectives provides greater capacity in the management team of the organisation, allows for delegation of responsibility across a wider number of officers and reduces the filter of an additional layer of management at Director level.
- 4.6. The Chief Executive and Heads of Service will make up the Management Team of the organisation, which will include the statutory roles of Chief Finance Officer (s.151 officer) and Chief Legal Officer (Monitoring Officer). All the statutory Officer roles have direct access to the Chief Executive, irrespective of line

management responsibilities, and this is guaranteed in the new senior management structure.

5. Consultation

- 5.1. Agreement by Council to these proposals begins a period of consultation with the Heads of Service currently employed across Havant Borough Council and East Hampshire District Council.
- 5.2. Consultation is a key element to the success of this programme. Staff have therefore been regularly updated in informal joint briefings from the Acting Chief Executive, the Chief Executive for East Hampshire and in team meetings on the exit from the Joint Management Team agreement.
- 5.3. As part of the formal consultation process, it is expected that some current post holders may not remain in post. The Chief Executive will discuss appropriate options for redeployment or redundancy where no role directly aligns with a current role.
- 5.4. Given the emergence from the Joint Management Team arrangements, officers of East Hampshire District Council will be invited to apply for any vacant posts in the structure even if they do not hold employment contracts with Havant Borough Council. This is to ensure that staff affected by the decision to exit the Joint Management Team arrangements are given the maximum opportunity to secure employment in this restructure. Reciprocal arrangements apply for roles within East Hampshire District Council.
- 5.5. The Trade Unions will be involved throughout the formal consultation process. Initial discussions have taken place to ensure that the Trade Unions are fully aware of how the ending of the Joint Management Team arrangements are impacting upon senior staffing arrangements within the Council.

- 5.6. Senior employees will have the opportunity to submit any proposals and/or considerations to the Acting Chief Executive during the consultation process. All employees will be treated fairly in line with employment law. Where it is possible to progress alignment of new roles with existing officers of the Council, the HR Committee will be asked to consider the appointment of officers to those new roles and to determine the level of salary commensurate with that role.
- 5.7. No members of staff below the level of Head of Service are affected by these proposals at this stage and all officers will continue under the terms of their current employment contract.
- 5.8. The Acting CEO has also agreed to consult with the Budget Working Group on the proposals for the senior management structure. This will focus only on an indicative cost for the new structure and the proposed gradings for the new roles. This will enable the Budget Working Group to evaluate the proposals in light of their remit to help deliver a standalone Council within budget by October 2022.
- 5.9. After the formal consultation period closes, the Acting Chief Executive will take into consideration all proposals submitted and respond accordingly. If there are any substantial changes following the consultation period, the Acting Chief Executive will report back to Council to notify members of changes to the proposed senior management structure. This may require a further period of consultation with staff.
- 5.10. The external auditor has been provided with a copy of this report and any comments from the auditor will be raised at the meeting.
- 5.11. Options considered;

- (i) All members were made aware of alternative arrangements to the standalone Council model in the business case presented to Council in March 2022.
- (ii) Members are invited to comment on these proposals.

6. Resource Implications

6.1. Financial Implications:

Section 151 Officer comments

Date: 05 April 2022

This structure will require salaries to be benchmarked and evaluated by agreement with the HR Committee. A report on the cost of the structure will be reported to Council as part of the budget monitoring report, however costs of this structure are not expected to exceed the current staffing costs of the organisation.

6.2. <u>Human Resources Implications:</u>

This process will begin a process of formal consultation with staff.

6.3. <u>Information Governance Implications:</u>

None.

6.4. <u>Legal Implications:</u>

There are no legal implications arising from this report however the Council will need to ensure that employment procedures are followed as appropriate. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended), the steps that need to be taken with regards Chief Officers and Deputy Chief Officers in order to give effect to the proposals is contained within the Council's Constitution.

Monitoring Officer comments

Date: 05 April 2022

In accordance with the Council's constitution, new appointments to any Chief Officer posts will need to be determined by HR Committee. This will be dealt with in accordance with the Council's normal recruitment processes as is appropriate.

The Head of Paid Service is responsible for the corporate direction and management of the council and for allocating responsibility for service groupings to strategic executives.

Under sub-section 4(3) of the Local Government & Housing Act 1989 the Head of Paid Service may make proposals in relation to the manner in which the discharge of the council's functions is co-ordinated; the number and grades of staff required by the authority for this purpose together with the organisation of the authority's staff.

Any such proposals made by the Head of Paid Service must be reported to full Council for ratification at a meeting to be held not more than three months after the preparation of the report.

The matters contained within this report are therefore within the lawful authority of the Head of Paid Service

7. Consultation

7.1. Consultation to date is outlined in the report.

8. Communication

8.1. None required as this is an update report

9. Appendices

Appendix 1: Proposals for the senior management structure

Appendix 2: Role profiles

- 10. Background papers
- 10.1. None

End of report.

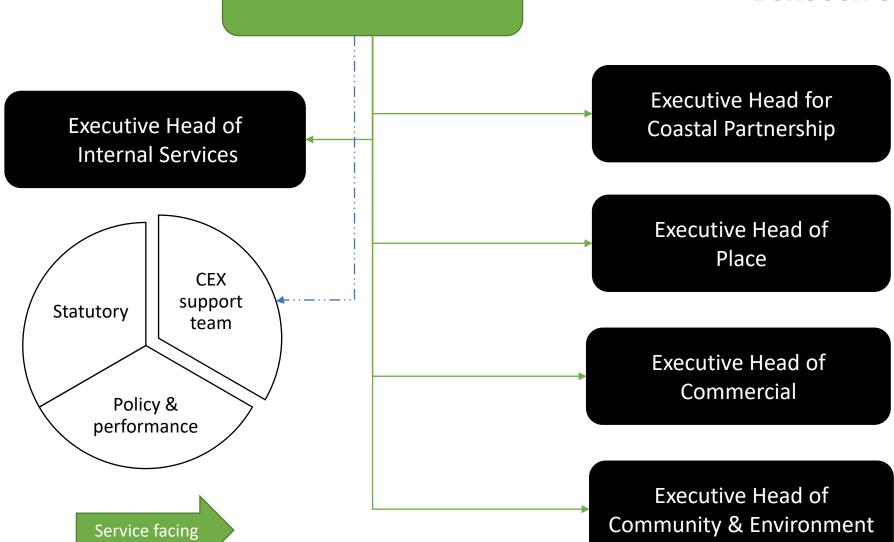
SENIOR MANAGEMENT STRUCTURE

Chief Executive

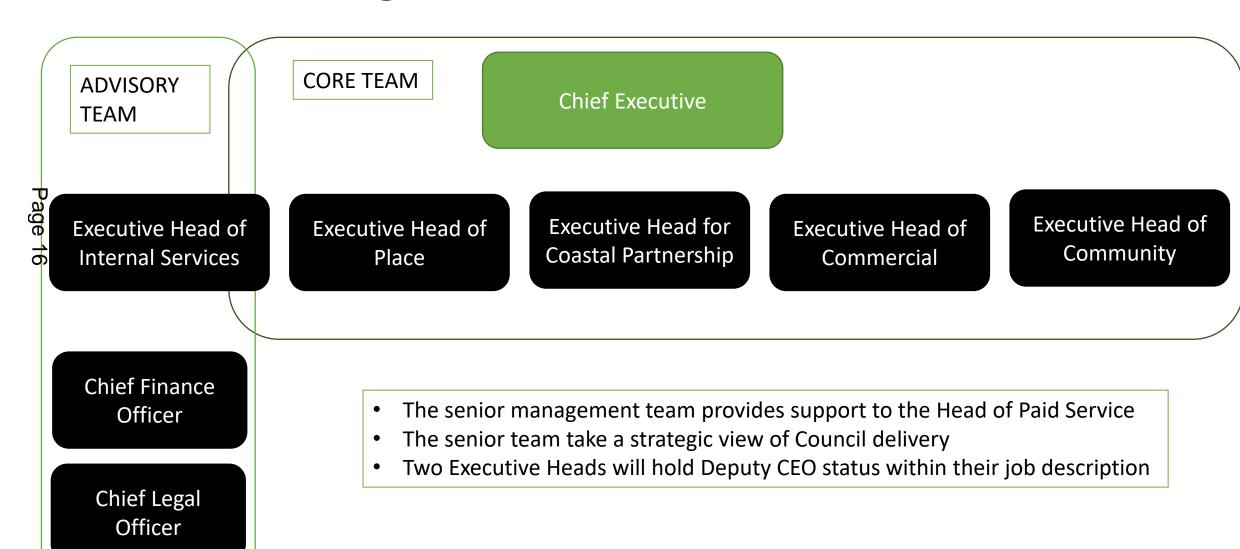


Public

facing

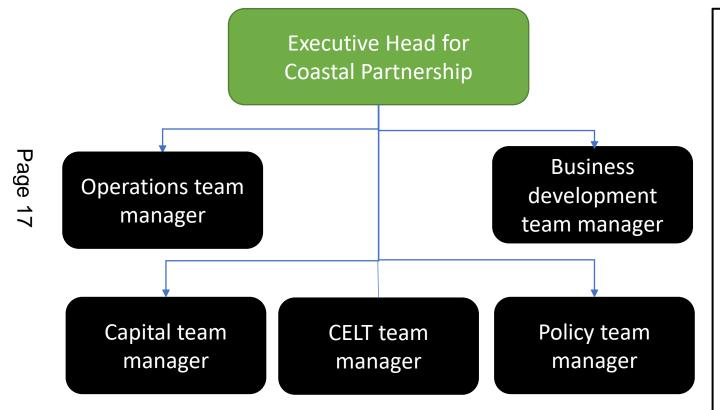


Senior management team



Coastal



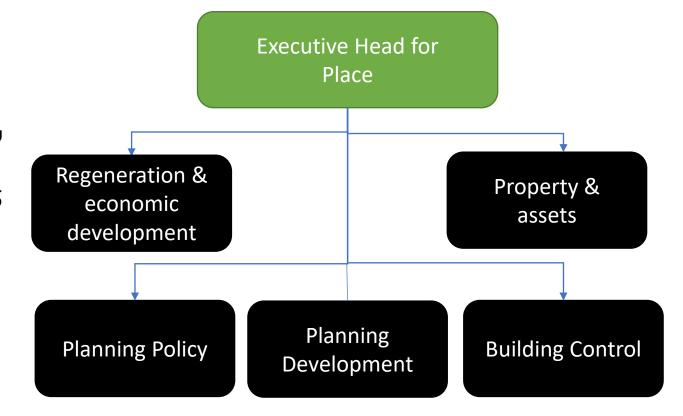


Safeguarding the best assets within Havant and providing an unparalleled service to others:

- Remains unchanged
- An example of partnership that brings financial and delivery excellence to the Council

Place





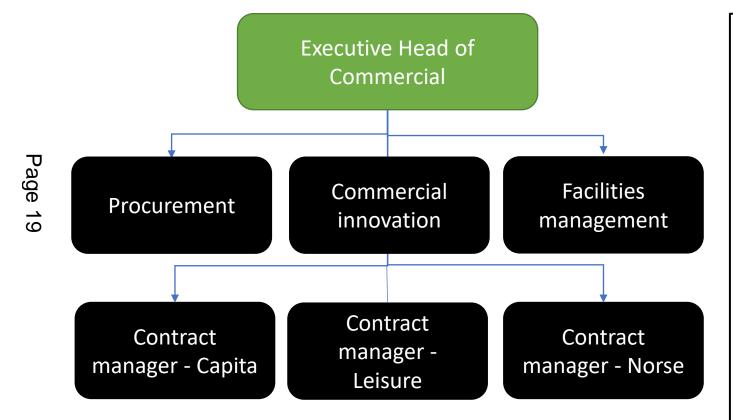
Building the Havant of the future:

- Regeneration
- Economic development
- Planning policy & CIL
- Development control
- Building Control
- Property / asset management (estates)
- Includes Freeport

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Commercial



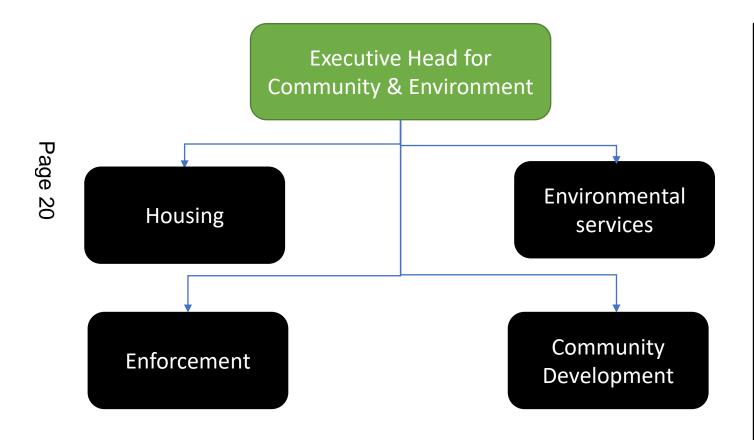


Designing a commercial way and entrepreneurial way to work:

- Client functions for
 - Norse
 - Capita
- Property, asset management
- Commercial facilities management
- Company & commercial opportunities
- Managing business relations

Community & environment



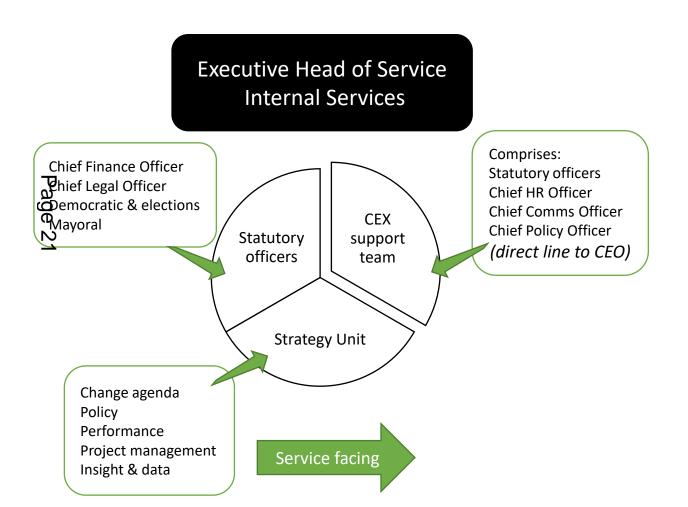


Providing the immediate solutions to today's Havant:

- Housing
- Environmental health & related services
- Multi-skilled enforcement team
- Multi partner community teams
- Emergency planning

Internal Services





Providing effective foundations to support the delivery of Havant Borough Council:

- Creating agile support services
- Provides direct support to CEO's statutory & political responsibilities

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Havant – Role profiles

Role information

Job title: Executive Head: Place Role reporting into: Chief Executive

Role profile last updated: dd/mm/yyyy

Updated by: Name

Role purpose

As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to regeneration, economic development, property, assets, planning and building control are integrated within that overall strategy and delivered in accordance with the Council's objectives.

Main responsibilities

- 1. Contribute to the wider strategic plans of the Council ensuring integration with objectives of Place.
- 2. Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Place, in particular:
 - a. Regeneration and Economic Development.
 - b. Property and Assets
 - c. Planning Policy and Development
 - d. Building Controls
- 3. Deliver agreed services on Place ensuring vfm to both the Council and the council tax-payer.
- 4. Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team.
- 5. Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches.
- 6. Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including through the building of effective internal and external networks.
- 7. Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives.

Other key aspects of work

Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.

Key behaviours

Job title: Executive Head: Coastal Partnership

Role reporting into: Chief Executive

Role profile last updated: dd/mm/yyyy

Updated by: Name

Role purpose

As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to the Coastal Partnership are integrated within that overall strategy and delivered in accordance with the Council's objectives.

Main responsibilities

- 1. Contribute to the wider strategic plans of the Council ensuring integration with objectives of the Coastal Partnership.
- 2. Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Place, in particular:
 - a. Operations
 - b. CELT
 - c. Capital
 - d. Business Development
 - e. Policy
- 3. Deliver agreed services of the Coastal Partnership vfm to both the Council and the council tax- payer.
- 4. Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team.
- 5. Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches.
- 6. Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including through the building of effective internal and external networks.
- 7. Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives.

Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.

Key behaviours

Job title: Executive Head: Commercial Role reporting into: Chief Executive

Role profile last updated: dd/mm/yyyy

Updated by: Name

Role purpose

As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that services contributing to the Commercial cluster are integrated within that overall strategy and then delivered in accordance with the Council's objectives .

Main responsibilities

- 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Commercial.
- 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Commercial, in particular:
 - a. Contract Manager Capita
 - b. Contract Manager Leisure
 - c. Contract Manager Norse
 - d. Commercial Innovation
 - e. Procurement
 - f. Facilities Management
- 3 Deliver agreed services of the Commercial team-to ensure vfm to both the Council and the council tax- payer.
- 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team.
- 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches.
- 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks.
- 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives.

Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.

Key behaviours

Job title: Executive Head: Internal Services Role reporting into: Chief Executive

Role profile last updated: dd/mm/yyyy

Updated by: Name

Role purpose

As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that Internal Services are integrated within that overall strategy and delivered in accordance with the Council's objectives

Main responsibilities

- 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Internal Services
- 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Internal Services, in particular:
 - a. Governance Unit
 - b. CEX Support Unit
 - c. Strategy Unit
- 3 Deliver agreed services of the Internal Services to ensure vfm to both the Council and the council tax- payer.
- 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team.
- 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches.
- 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks.
- 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives.

Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.

Key behaviours

Job title: Executive Head: Community and

Environment

Role reporting into: Chief Executive

Role profile last updated: dd/mm/yyyy

Updated by: Name

Role purpose

As part of the Senior Management Team to contribute to the development of the strategic objectives of the Council and to ensure that the cluster of Community and Environment services are integrated within that overall strategy and delivered in accordance with the Council's objectives

Main responsibilities

- 1 Contribute to the wider strategic plans of the Council ensuring integration with objectives of Internal Services
- 2 Develop and obtain acceptance for strategic and operational plans, including compliance with national standards or statutory requirement as required, for the delivery of the Council's objectives on Community and Environment, in particular:
 - a. Housing Support
 - b. Housing Options
 - c. Enforcement
 - d. Community Development
 - e. Environment
- 3 Deliver agreed services of the Community and Environment cluster to ensure vfm to both the Council and the council tax- payer.
- 4 Manage projects to time, specification and standard. Ensure that budgets are managed as part of the required integrated approach of the Senior Management Team.
- 5 Lead and develop people in order to deliver both short and longer term objectives in a way that encourages new and innovative approaches.
- 6 Ensure access to sufficient and appropriate resources, both direct and indirect, to deliver objectives including the building of effective internal and external networks.
- 7 Contribute to the development and use of systems for the monitoring and measuring of outcomes against Council objectives.

Postholder must have demonstrated strategic leadership and networking skills and in particular the leadership skills to manage change. The postholder should have deep experience of at least 2 or 3 the required functions of the role.

Key behaviours

