

Report Title:	Future Senior Management Structure
Contains Confidential or Exempt Information?	No - Part I – <b>except for Appendices 6 and 7 – Part II - Not for publication by virtue of Paragraphs 3 and 4 of Part I of Schedule 12A of the Local Government Act 1972</b>
Member reporting:	
Meeting and Date:	Employment Panel 14 March 2017
Responsible Officer(s):	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Wards affected:	All

## REPORT SUMMARY

1. Cabinet on 23 February 2017 approved:
  - A new service delivery model for the Council. This model sees the council become predominantly a commissioner and guardian of services.
  - A recommendation to Employment Panel on the adoption of a new strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors.
2. This report focuses on the employment implications of the new strategic leadership model and seeks the required approvals to implement.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Employment Panel notes the report and approves:

- i) **The adoption of the strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, effective April 2017.**
- ii) **The appointment of Alison Alexander as permanent Managing Director and recommends the appointment to full Council, on 30 March 2017.**
- iii) **The Managing Director salary band of £130,000 to £150,000.**
- iv) **The re-designation of Russell O’Keefe’s post to Executive Director with responsibility for finance, revenues and benefits, planning, regeneration, ICT and property and commercial service companies.**
- v) **The delegation of the recruitment to the post of Executive Director, within the Director pay band, with responsibility for libraries and resident services; community protection and enforcement, and communities and highways, to the Managing Director, Head of HR, Lead Member(s) and Chair of Employment Panel.**
- vi) **The redesign of two posts:**
  - **Head of Commissioning – Adult, Children and Health to become Deputy Director Strategy and Commissioning (Hilary Hall)**

- **Head of Strategy and Communities to become Head of Communities and Highways (David Scott).**

**Vii) The job accountabilities for the new roles of Managing Director and Executive Director.**

**2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

- 2.1 Shared services enable the council to maximise its resources and secure resilience in service provision. The council has shared services since its establishment in 1998 and now has 28 shared service arrangements in place. In 2016 Cabinet agreed to share Children’s and Adult Services in their entirety and to the award of contracts to Volker and Project Centre to deliver a number of Highways and Transport Service functions.
- 2.2 The decisions of Cabinet, during 2016, affect how the council delivers services to residents. The Royal Borough is moving away from being a council that delivers services directly; to one that delivers a limited number of services and mainly manages the delivery of services to residents through a mixture of companies and partnerships where the Royal Borough is either a shareholder or a contracting counterparty. The change aligns with the Council’s Transformation Strategy, approved by Cabinet in May 2016.
- 2.3 These changes affect the number of employees directly employed by the Royal Borough. From April 2017 employees directly employed will be circa 561 FTEs with a further reduction in the number of staff directly employed during 2017/18 bringing the total to circa 489 FTEs by April 2018, see table 1.

**Table 1: Employees directly employed by the Borough post April 2017**

		<b>Employees Transfer out (fte)</b>	<b>Employed workforce RBWM (fte)</b>
	Directly employed workforce – Oct 2016		1,076
1	Children’s Services: Kingston/Richmond – AfC Partnership	255	
2	Adult Services: Wokingham – Optalis Partnership	216	
3	Adopt Berkshire: Thames Valley Partnership	12	
4	Sensory Consortium: Berkshire Partnership	32	
	<b>Subtotal</b>	<b>515</b>	
5	Highways and Transport	30	
6	Civil enforcement	21	
7	Support services to children’s and adults	21	
	<b>Final position by April 2018</b>	<b>587</b>	<b>489</b>

**Strategic officer leadership model**

- 2.4 In January 2013 the council introduced a ‘first amongst equals’ model, which was further refined in July 2015 with the duties of Managing Director/Head of Paid Service being allocated to a Strategic Director for a period of two years.

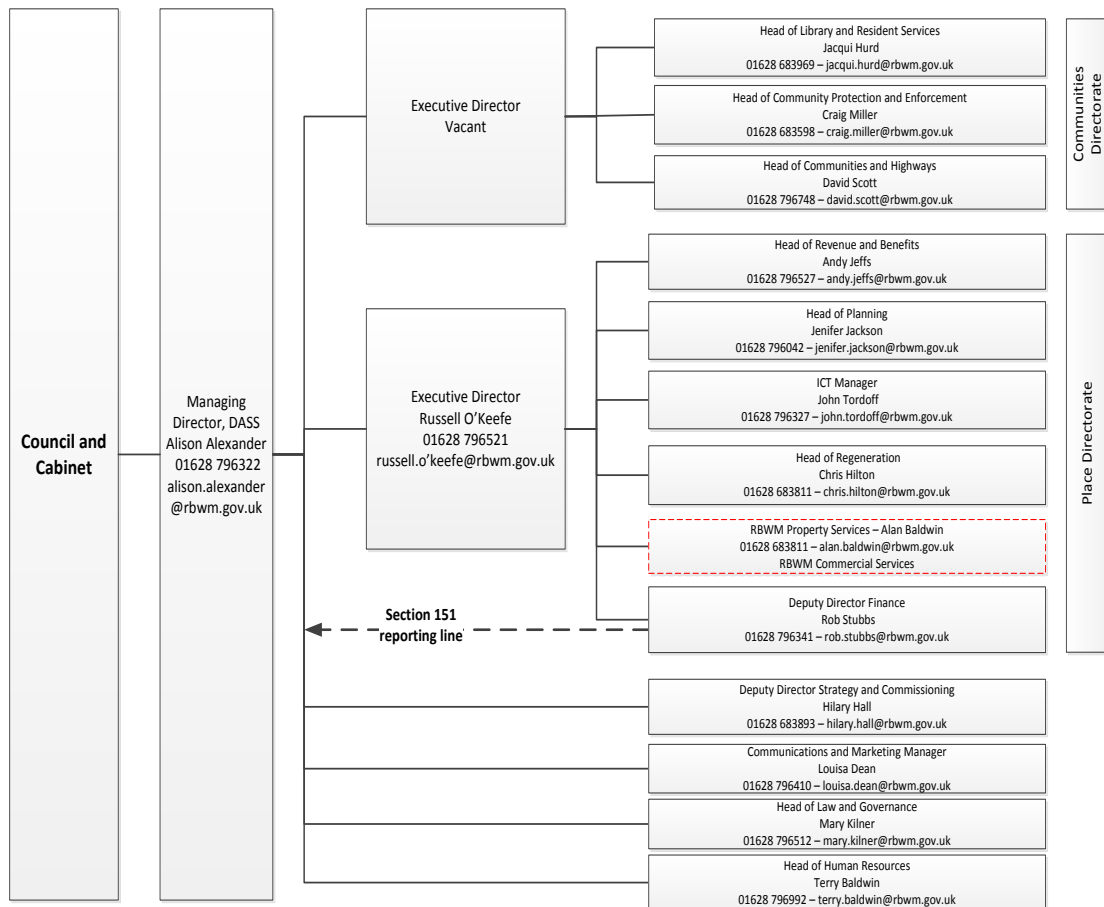
The 'first amongst equals' model has enabled the council's political administration and officer leadership to work together in the leadership and day to day management of the services. The model has increasingly led to confusion about roles and responsibilities and has weakened oversight and ultimate 'single-point' responsibility.

2.5 At its meeting on 23 February 2017, Cabinet alongside approving a new service delivery model for the council, effective 1 April 2017, endorsed and recommended to Employment Panel, the adoption of a new strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, see Appendix 1: Current senior leadership structure; Appendix 2 Function map, proposed, and Appendix 3: New senior leadership structure, proposed.

2.6 The functions are split, as shown in diagram 1:

- Managing Director: statutory functions of Head of Paid Service and Director of Adult Services and responsible for the two Directors, strategy and commissioning, communications, law and governance, and HR.
- Executive Director: responsible for revenues and benefits, planning, ICT, regeneration, property and commercial services and finance.
- Executive Director: responsible for libraries and resident services, community protection and enforcement, communities and highways.

Diagram 1: Portfolios of the roles



- 2.7 The appointment to the vacant Executive Director Communities will be through a process that allows internal and external candidates. Depending on the outcome, the Managing Director, with the Head of Human Resource, the Principal Member for HR and Legal and relevant Lead Member, may move services between Directorates.
- 2.8 To take account of the council's move to become predominantly a commissioner and guardian of services, the post of Head of Commissioning – Adult, Children and Health will be broadened and re-designated as a Deputy Director. The strategy and performance function for the council will move into the service area because of the links with strategy planning and commissioning.
- 2.9 Further to Cabinet in February 2017, four amendments are proposed by the Managing Director, agreed with the relevant Lead Member, for consideration and approval by Employment panel:
- An alternative reporting arrangement for the Highways and Countryside manager. Rather than the Highways and Countryside manager reporting to an Executive Director they will report to a Head of Service.
  - Re-title the Head of Strategy and Communities to Head of Communities and Highways, who will provide strategic oversight of the Highways function. Although this will represent a relatively small proportion of the overall portfolio, it is included in the title to ensure prominence of this key resident service.
  - An alternative reporting line for the Strategy and Performance Manager. Rather than reporting to the Head of Strategy and Communities they will report to the Deputy Director of Commissioning.
  - Re-title the post Deputy Director Commissioning/contracts to Deputy Director Strategy and Commissioning.

### **Leadership of the Royal Borough**

- 2.10 The Corporate Management Team (CMT) will comprise of the Managing Director and direct reports, which are:
- Executive Directors x 2
  - Deputy Director Strategy and Commissioning
  - Head of Law and Governance
  - Section 151 Officer (Deputy Director Finance)
  - Head of Human Resources.
  - Communications and Marketing Manager
- 2.11 The Senior Leadership Team will comprise of CMT and all posts listed in the Senior Leadership structure shown in Appendix 3.
- 2.12 The direct reports to the Senior Leadership team are shown in Appendix 4.

**Table 2: Options**

<b>Option</b>	<b>Comments</b>
Retain the current leadership structure.	The current model requires a higher number of senior leaders and heads of service than is necessary under the new service delivery model.
<b>Not Recommended</b>	
Approve the implementation of the new leadership model from	Through delivering services differently there is no longer a need for the level of senior

Option	Comments
April 2017 <b>Recommended</b>	leaders and heads of service. There is a need for a single senior accountable officer.

### 3. KEY IMPLICATIONS

3.1 This report has one key implication, see table 3.

**Table 3: Key implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Leadership model implemented	Post 1 May 2017	1 May 2017	N/A	N/A	1 April 2017

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Implementing the new leadership structure, as set out in this report, will reduce the leadership costs by £137,790. This reduction takes account of the increase of one senior leader position from Head of Service to Deputy Director and a reduction in salary for the post of Managing Director, see 4.2.

The current and proposed leadership structure costs are:

- Current: £1,782,158
- Proposed: £1,644,368

**Table 4: Financial impact of report's recommendations**

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A
Reduction	N/A	£137,790	N/A

4.2 The Royal Borough senior leadership team pay bands are set out in table 5. The proposal for the Managing Director role is to incorporate the current £15,000 allowance into the basic salary band, which is recommended as £130,000 to £150,000 to reflect the market rate for the role and duties undertaken. The proposed salary for the role is £132,500. Employment Panel are asked to note the comments from the Managing Director, Alison Alexander, at appendix 7. There are no other proposed changes to the current salary level for the senior leadership team.

**Table 5 – Senior Leadership Team current pay bands**

Head of Service	£65,600 - £90,900
Deputy Director	£85,000 - £100,000
Strategic Directors Corporate and Community Service; Operations and Customer Services	£95,950 - £131,300
Strategic Director Adults, Children and Health	£120,000 - £140,000
Managing Director Allowance	£15,000

4.3 The proposed remuneration band for the role of Managing Director has been compared to similar roles in Berkshire, see table 6 and the south east region, see table 7.

**Table 6: Salary comparison Berkshire unitary authorities**

<b>Council</b>	<b>Role CE/MD</b>	<b>Salary min</b>	<b>Salary max (actual salary may be higher than published band)</b>
Bracknell Forest	Chief Executive	£155,000	£160,000
Reading	Chief Executive	£135,000	£135,000
Slough	Chief Executive	£132,500	£159,000
West Berkshire	Chief Executive	£138,400	£138,400
Wokingham	Chief Executive	£130,000	£130,000
<b>Proposal</b> Royal Borough	Managing Director	£130,000	£150,000

**Table 7: Salary comparison south east councils**

<b>Council</b>	<b>Population</b>	<b>Role</b>	<b>Salary min</b>	<b>Salary max</b>	<b>PRP/other pay</b>
Brighton & Hove	250,000-275,000	Chief Executive	£151,000	£151,000	
Milton Keynes	225,000-250,000	Chief Executive	£155,000	£160,000	
Poole	130,000-155,000	Chief Executive	£115,000	£120,000	
Portsmouth City Council	75,000-100,000	Chief Executive	£136,000	£150,000	£10,800
Southampton City Council	225,000-250,000	Chief Executive	£145,350	£172,618	

## 5. LEGAL IMPLICATIONS

- 5.1 Section 4 of the Local Government and Housing Act 1989 requires every relevant authority to designate one of its officers as its Head of Paid Service and to provide that officer with such staff, accommodation and other resources as are, in that officer's opinion, sufficient to allow his or her duties to be performed. It is the duty of the officer, where it is appropriate to do so, to prepare a report for the authority on his or her proposals with regard to:
- The manner in which the discharge by the authority of its different functions is coordinated.
  - The number and grades of staff required by the authority for the discharge functions.
  - The organisation of the authority's staff.
  - The appointment and proper management of the authority's staff.
- 5.2 It is normal practice for the responsibility of Head of Paid Service to be assigned to the post of Chief Executive. The Royal Borough has a Managing Director rather than a Chief Executive and the Council Constitution delegates the responsibility of Head of Paid Service (Local Government and Housing Act 1989 Section 4) to the Managing Director. This is set out in Part 5 Scheme of Delegation Section B – Proper Officer Functions.
- 5.3 The council has to have a statutory Traffic Manager under the Traffic Management Act 2004. . The Highways and Countryside Manager will hold this function.

## 6. RISK MANAGEMENT

**Table 8: Risk**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Governance arrangements which are not robust enough to provide Members with direct access to services	Medium	Elected members appointed to the relevant board of companies and partnerships. Scrutiny Panel establish a Task and Finish group nine months after transfer of services to test governance.	Low
Skills gap in the council's strategic and political leadership teams.	High	Leadership programme covering skills gaps, alongside coaching programme.	Medium
Ineffective contract management.	High	Increase in resource to contract management, appointment of officers and extensive training programme for officers.	Medium

## 7. POTENTIAL IMPACTS

- 7.1 An Equality Impact Assessment has not been undertaken on the proposal in this report as it covers the council's governance arrangements, not delivery of services.
- 7.2 In terms of workforce, the significant change is for the existing Strategic Directors where the existing roles will be deleted and replaced by three new ones.
- 7.3 The number of staff directly affected by the proposal in this report is 14, namely the Senior Leadership Team of the Council. However, for most, this is purely a change of line management reporting line, see Appendix 6.

## 8. CONSULTATION

- 8.1 The paper has been drawn together following discussion between the Strategic Directors; the Head of Human Resources; The Leader of the Council, Principal Member for HR and Legal; Cabinet Members and Cllr Brimacombe.
- 8.2 Strategic Directors have held meetings with affected individuals, see Appendix 6, and set out the proposal, during February 2017. Formal consultation with affected employees will take place after employment panel.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The timetable, see table 9, covers the period from discussion with the administration through to implementation, scheduled for 1 April 2017.

**Table 9: Timetable**

Date	Details
9 February 2017	Cabinet Briefing
14 February 2017	Corporate Overview and Scrutiny panel
23 February 2017	Cabinet
14 March 2017	Employment Panel
16 - 30 March 2017	Consultation with affected employees
16 March	Commence recruitment process for vacant Executive Director
1 April 2017	Service delivery and senior leadership structure starts

## 10. APPENDICES

- 10.1 Appendix 1: Royal Borough Senior Leadership current structure  
Appendix 2: Royal Borough Windsor and Maidenhead Function Map 2017  
Appendix 3: Royal Borough Proposed Senior Leadership structure April 2017  
Appendix 4: Royal Borough Senior Management structure  
Appendix 5: Job accountabilities Managing Director and Executive Directors.  
**Part II appendices:**  
Appendix 6 Senior Leadership roles affected by the change in structure.  
Appendix 7 Comments from Alison Alexander.

## 11. BACKGROUND DOCUMENTS

- 11.1 None.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	03/03/17	04/03/17
Cllr Targowska	Principal Member Human Resources and Legal Services	03/03/17	05/03/17
Alison Alexander	Managing Director	02/03/17	02/03/17
Russell O'Keefe	Strategic Director Corporate and Community Services	03/03/17	
Terry Baldwin	Head of Human Resources	02/03/17	03/03/17

## REPORT HISTORY

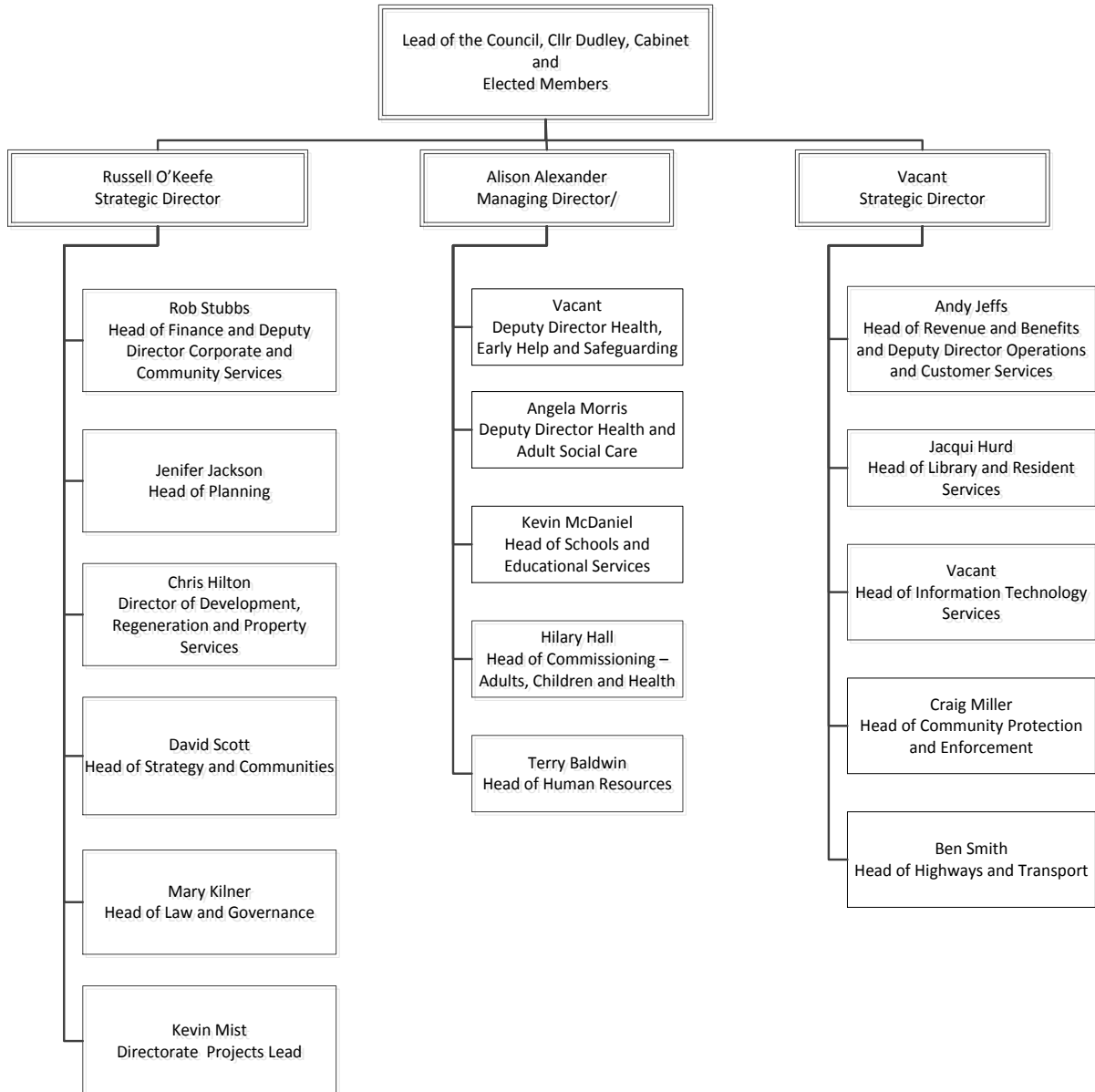
<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No
Report Author: Terry Baldwin Head of HR 01628 796992	



## Royal Borough Senior Leadership

Statutory functions of the local authority: Head of Paid Service, Section 151 Officer, Monitoring Officer, DCS and DASS

### Current structure



**Council and Cabinet**

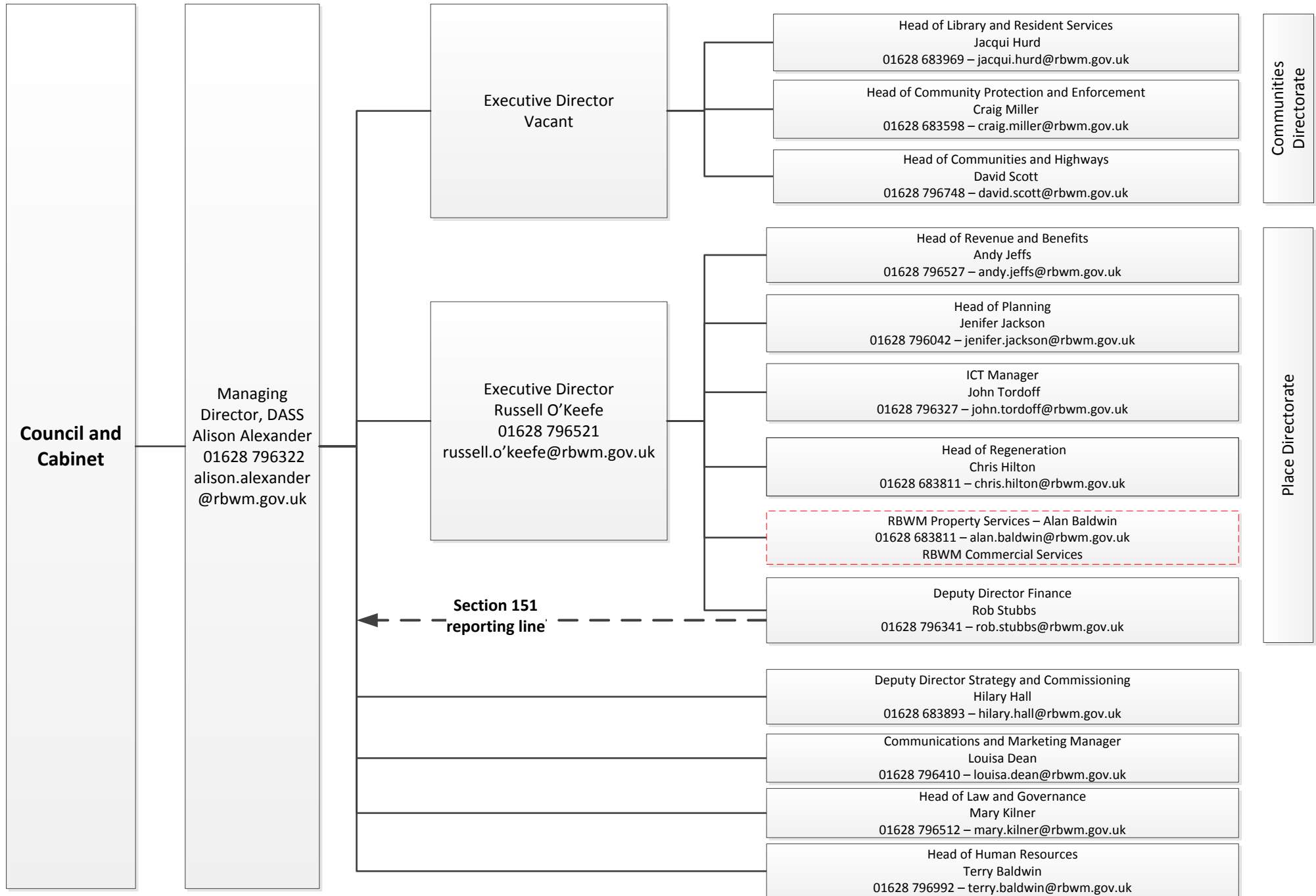
Managing Director and DASS - Alison Alexander  
01628 796322 - alison.alexander@rbwm.gov.uk

Communities Directorate - Executive Director - Vacant

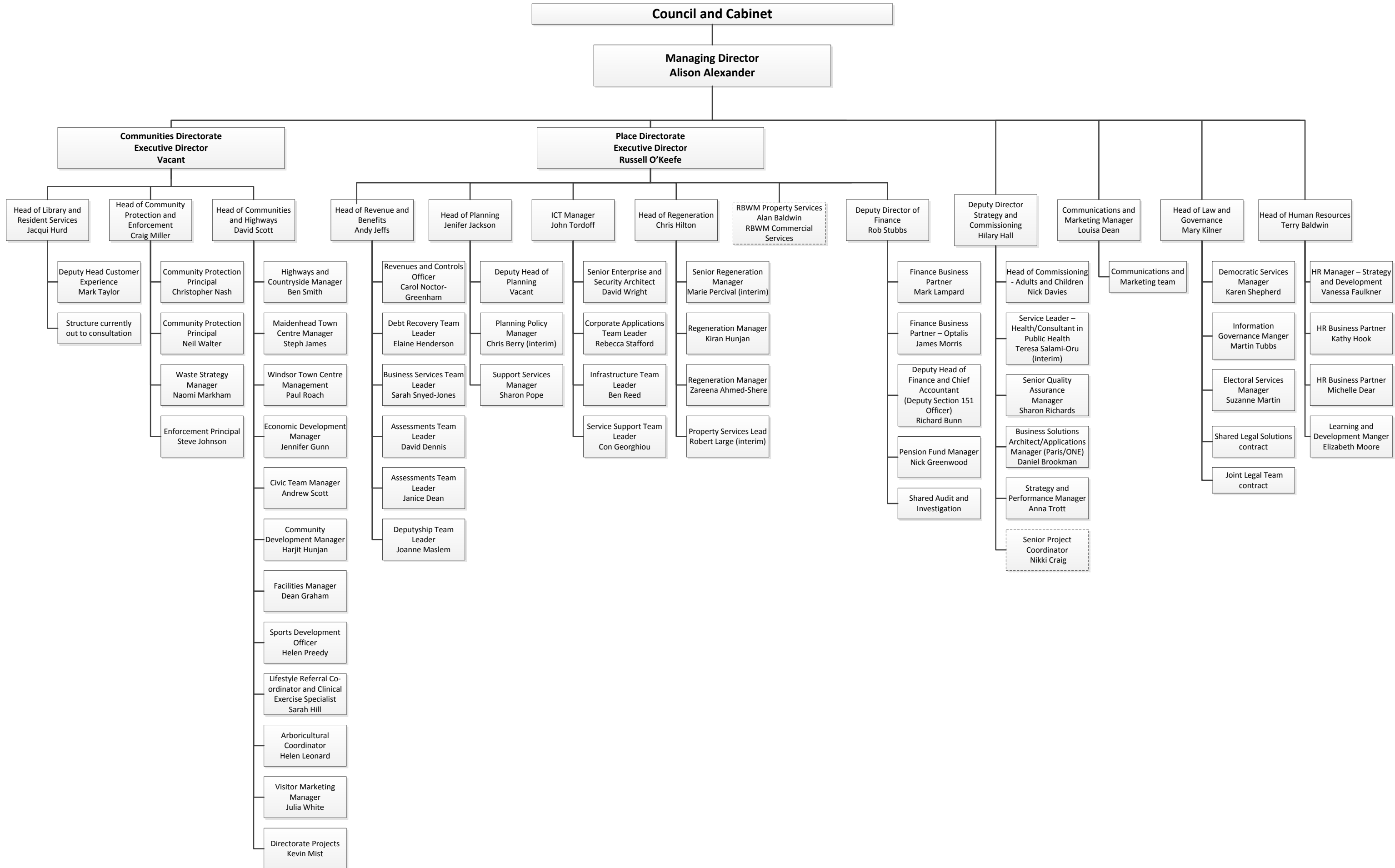
Place Directorate - Executive Director - Russell O'Keefe  
01628 796521 - russell.o'keefe@rbwm.gov.uk

Members

Members	CLr Hill, CLr S Rayner	CLr Cox	CLr Bicknell, CLr Cox, CLr Wilson, CLr Alexander, CLr Rayner, CLr Rankin, CLr McWilliams	CLr Hill	CLr Wilson, CLr Bateson, CLr M Airey	CLr Hill	CLr Rankin, CLr Hilton, CLr Evans	CLr Rankin, CLr Hilton, CLr Evans	CLr Saunders, CLr Rankin	CLr Dudley, CLr Coppinger, CLr N Airey, CLr Carroll, CLr Evans	CLr Carroll	CLr Targowska	CLr Targowska
	<p>Head of Library and Resident Services Jacqui Hurd 01628 683969 jacqui.hurd@rbwm.gov.uk</p>	<p>Head of Community Protection and Enforcement Craig Miller 01628 683598 craig.miller@rbwm.gov.uk</p>	<p>Head of Communities and Highways David Scott 01628 796748 david.scott@rbwm.gov.uk</p>	<p>Head of Revenue and Benefits Andy Jeffs 01628 796527 andy.jeffs@rbwm.gov.uk</p>	<p>Head of Planning Jenifer Jackson 01628 796042 jenifer.jackson@rbwm.gov.uk</p>	<p>ICT Manager John Tordoff 01628 796327 john.tordoff@rbwm.gov.uk</p>	<p>Head of Regeneration Chris Hilton 01628 683811 chris.hilton@rbwm.gov.uk</p>	<p>RBWM Property Services Alan Baldwin 01628 68381 alan.baldwin@rbwm.gov.uk</p>	<p>Deputy Director Finance Rob Stubbs 01628 796341 rob.stubbs@rbwm.gov.uk</p>	<p>Deputy Director Strategy and Commissioning Hilary Hall 01628 683893 hilary.hall@rbwm.gov.uk</p> <p>Strategic Commissioning – adults, children and health Strategic housing policy Strategic Performance Public Health Quality Assurance Council complaints including statutory complaints Information, Advice and Support Service Safeguarding Boards' Business Unit Better Care Fund Business support Applications support Sports and leisure development Procurement</p>	<p>Communications and Marketing Manager Louisa Dean 01628 796410 louisa.dean@rbwm.gov.uk</p>	<p>Head of Law and Governance Mary Kilner 01628 796512 mary.kilner@rbwm.gov.uk</p>	<p>Head of Human Resources Terry Baldwin 01628 796992 terry.baldwin@rbwm.gov.uk</p>
	<p>Customer front door Customer Services Centre Housing options Libraries Heritage and Arts Registration</p>	<p>Emergency Planning Trading Standards Environmental health Environmental protection Community wardens Waste management Private sector housing Community Safety Partnership</p>	<p>Tourism and town centre management Civic events and Mayoral Office Facilities management Economic Development Highways</p> <p>Parking policy and strategy Project management Public rights of way Outdoor facilities – parks Transport including fleet management Traffic and road safety Transport Policy Highway inspections and streetcare Highways assets Open spaces strategy</p>	<p>Council Tax processing Business rates processing Housing and Council Tax benefits and processing Discretionary Housing payments Court protection of deputyship Financial assessment</p>	<p>Development management Enforcement Technical Support Planning policy Neighbourhood planning Trees management</p>	<p>Information Technology</p>	<p>Regeneration Property and development</p>	<p>Financial planning, tax advice, capital finance and budgets Accountancy support Insurance and risk management Pension Fund</p>	<p>ACHIEVING FOR CHILDREN Multi-Agency Safeguarding Hub Health and Family Support Youth Service and Youth Offending Children's safeguarding Quality Assurance Educational psychology Education Welfare Schools support Children and young people with disabilities, SEN and EHCPs School admissions &amp; place planning Schools capital programme Alternative provision Virtual School School improvement and leadership development Business Support</p>	<p>Democratic Services Elections and Electoral Services Information management</p>	<p>HR strategy, implementation and delivery Learning and development Payroll Health and safety</p>		
			<p>SHARED SERVICES Building Control Building Services Landfill sites Civic Amenity Site, Chalvey Waste amenity site, Bagshot Winter maintenance forecasting Petroleum licensing</p>				<p>RBWM PROPERTY COMPANY</p>	<p>RBWM COMMERCIAL SERVICES INCLUDING THAMES VALLEY ENFORCEMENT</p>	<p>SHARED SERVICES Internal audit and investigation</p>	<p>OPTALIS Physical Disabilities and Older People Team Integrated Learning Disability Service Hospital Team Integrated Mental Health Team Short term support and rehabilitation team Strategic Safeguarding Brokerage Quality assurance Assisted technology Business support</p>	<p>SHARED SERVICES Adopt Thames Valley Berkshire Adoption Advisory Service Berkshire Sensory Consortium Community Learning and Skills Service Berkshire Equipment Store Shared public health team</p>	<p>SHARED SERVICES Legal services Coroner Service Lord Lieutenant Modern Records Archive</p>	<p>SHARED SERVICE Health and Safety (Manager only)</p>
	<p>CONTRACTS Libraries and SELMS Museum and Store Register Office Library stock purchase DMS Arts and Heritage SLAs</p>		<p>CONTRACTS Waste Services Grounds maintenance Highways and Design Parking Enforcement CCTV Car parks management</p>	<p>CONTRACTS Debt recovery – bailiff service Management systems for revenue</p>				<p>CONTRACTS Agresso system</p>	<p>CONTRACTS Leisure – Parkwood Supported Employment – Ways into Work Emergency duty service – Bracknell Forest</p>	<p>CONTRACTS Joint legal team (social care legal services)</p>	<p>CONTRACTS iTrent system Learning Pool</p>		



**Royal Borough of Windsor and Maidenhead  
Proposed senior management structure – April 2017**



**Appendix 5 DRAFT Job Accountabilities**  
**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**DRAFT**  
**Job Accountabilities**

<b>Job Title:</b> Managing Director (Head of Paid Service)	<b>Job number:</b>
<b>Service</b>	

**JOB PURPOSE**

- Develop the vision and plans to secure a high performing and well managed council.
- Work towards the provision of excellent services by personal example, inspirational leadership and empowerment in partnerships.
- Lead and manage the council's staff to ensure a corporate and co-ordinated approach is adopted for the provision of services.
- Challenge the status quo and current assumptions to break down barriers for future service provision.
- Represent the council professionally as its ambassador, negotiator and advocate.
- Be Head of the Paid Service and Director of Adult Social Services..

**SCOPE OF JOB**

**Budgets:** Budget responsibility circa £288m

**Management/supervision:** Direct line management of 6 FTE and indirect management of up to 550 FTE

**Other resources:** Operate in a complex multi agency environment with skill and sensitivity, maximising effective partnership working to secure delivery of service and council objectives.

**Contacts:** Internal and external contacts including Elected Members, all council employees, local, regional and national partners including government departments and stakeholders, residents and service users, and professional associations.

**Strategy/policies/procedures:** Responsibility for developing, reviewing, maintaining and delivering against all related policies, procedures and guidance for the council, as designated by the Royal Borough, ensuring staff are aware of, and adhere to them.

**Decision-making:** This is a post with statutory responsibilities. Failure to deliver the service properly could result in residents and service users suffering from deprivation and in the worst scenario, death. The post holder will be expected to make and take decisions routinely which will have significant impact and implications without relying upon reference to Elected Members

**Mental demands:** Required to manage a wide range of tasks under what will, at times, be stressful, complex and challenging circumstances.

**Physical demands:** High level of work related pressure in terms of deadlines, conflicting priorities, problem solving and team management roles.

**Emotional demands:** Required to deal with difficult and challenging issues relating to employees, residents and service users, which may, at times, present significant emotional pressures.

**Location/working environment:** This post is based in Town Hall, Maidenhead. The expectation is that the post holder will work in a range of locations throughout the borough adhering to 'Smarter' working practices.

**Compliance:**

The post will:

- Take direct responsibility for maintaining the standards of the Royal Borough of Windsor and Maidenhead. Standards are assessed via outcomes achieved by residents and service users, and via external inspections. Failure to deliver a high standard of service could result in reputational damage to the council.
- Safeguard and promote the welfare of all children/young people and vulnerable adults, including missing children/young people in line with the relevant Children Acts 1989 and 2004, Children and Families Act 2014, Working Together to Safeguard Children 2015 and the LSCB Child Sexual Exploitation strategy.
- Manage and monitor Health and Safety within the council including compliance with Health and Safety regulations and responding to new Health and Safety guidance as and when required.
- To demonstrate CREATE values; displaying a commitment to them in all aspects of work.
- Ensure personal compliance with the council's data security policies and procedures.
- Maintain awareness of the council's whistleblowing policy and procedures.
- Through personal example and action ensure that staff and team operates within the council's comprehensive equality policy.

## **JOB ACCOUNTABILITIES**

### **Corporate management**

Deliver the council's vision, objectives and annual priorities in line with the constitution, financial regulations, contract rules, and all approved council policies, procedures and guidance.

As the leader of the council Management Team:

- Lead the council in a manner that builds ownership and commitment, connects strategies to action, provides clear accountability, manages performance and delivers results.
- Provide leadership and management of the council, in collaboration with relevant parties, to ensure the council's vision and annual priorities are realised.
- Actively pursue the engagement of residents and service users in service design, delivery, monitoring and evaluation.
- Use evidence based practice to transform services securing significant and sustained improvements for residents.
- Lead on joint arrangements with external agencies on strategic planning of joint initiatives.

### **Budget management**

Manage financial, human and technology resources to secure cost effective and efficient service delivery. Ensuring a commercial focus and best value with high levels of output and outcomes.

### **Performance management**

Hold responsibility and accountability for the functional aspects of the council, using the corporate performance framework. Role modelling collaborative working practices, a strong customer focus, efficient resource deployment, staff effectiveness, continuous service improvement and improved outcomes for residents.

### **Political and staff management**

Support and advise Elected Members on all aspects relating to the strategic development of the council.

Represent the council, as appropriate, at local, regional and national events to promote, present and protect the council's interests.

Ensure that the council, through its workforce, is a learning organisation, with services evolving in response to lessons learned from local and national activity. Working with employees to enhance their personal and professional development, achieving high retention rates, effective succession planning, high levels of staff motivation and good employee relations. Promote work life balance and flexible working.

### **Job specific service delivery**

Provide strategic leadership and management, securing a strong sense of purpose for the council, ensuring all functions operate within the statutory framework and relevant legislation and are resident focused.

### **Managing Director**

Provide clear, balanced and accurate advice and guidance to Elected Members on the strategic issues facing the council.

- To work with members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities and aims.
- To be the head of paid service and ensure that the council is organised efficiently and effectively to deliver excellent customer focused services.
- To lead, develop and inspire without direct line management responsibility, all directorates in order to facilitate and deliver continuous and sustained improvements in services.
- Champion organisational and cultural change throughout the council whilst maintaining quality, level of performance and a customer focused approach.
- Support and advise elected members on all aspects relating to the strategic management and development of the council and its services.
- To have overall responsibility for the management of relationships between elected members, political groups and officers by establishing a clear understanding of roles and by developing and maintaining clearly understood procedures for converting policies into action within the constraints of propriety and legality.
- Inspire, empower and develop by example the council's workforce to secure a real sense of ownership of its vision and priorities.
- Seek continuous improvement, encourage cross-council working and move decision making

and responsibilities as close as possible to the point of service delivery.

- Ensure the effective deployment of the council's performance management arrangements both corporately and within the directorates in order to deliver service improvements.
- Lead and develop the executive directors, deputy directors and heads of service ensuring they establish effective management arrangements, deliver their agreed targets, work in a corporate and collaborative manner, promote a strong customer focus, manage service budgets and develop their staff effectively in order to support corporate and strategic service priorities that will optimise service delivery to the people Windsor and Maidenhead.
- Lead on and ensure there is effective strategic management of the council, in collaboration with elected members, external partners and stakeholders, so as to ensure that the council's vision, priorities, aims and objectives are realised.
- To develop and maintain effective systems of consultation, community involvement and partnership working to achieve the council's community strategy.
- To promote the interests and image of the council and enhance its influence in constructive relationships with key stakeholders in the community, in government and other public bodies, the voluntary sector and in the business community.
- Ensure resident focus is maintained whilst delivering the council's vision, policies and priorities ensuring that these are understood and implemented both corporately and at directorate level.
- To coordinate cross working and ensure corporate frameworks are in place and effective.
- Actively promote work life balance and flexible working in order to improve service delivery across the council.

#### **Director of Adult Social Services**

- Act as the statutory Director of Adult Services.
- Facilitate the development and delivery of the borough's adult services in line with statutory requirements, national standards, local and national targets and the Borough's long term vision.
- Facilitate the delivery of high quality, cost effective social care services that reflect local needs.
- Facilitate the on going integration of social care and health services.

#### **Emergency Planning and Business Continuity**

To maintain up to date emergency plans and procedures for the council ensuring staff are fully aware of the content and the role they play.

To operate as Senior Duty Officer when rostered in the event of an emergency, be on call during this time and undertake the responsibilities.



## Person specification

Key criteria	Essential	Desirable	How assessed
Qualifications and training	<p>Relevant professional qualification</p> <p>Evidence of CPD</p> <p>Management qualification or equivalent by experience</p>	<p>Degree</p> <p>Evidence of CPD</p> <p>Management qualification</p>	Application/ references
Job Competence summary (knowledge, skills, abilities, experience)	<p>Experience of strategic and senior management and planning with the ability to provide strong strategic leadership and direction in a manner that secures commitment and ownership.</p> <p>A track record of developing a vision of high quality, effective and improving services.</p> <p>Experience of successful partnership working.</p> <p>Experience of leading and managing change, resulting in measurable service improvements.</p> <p>A track record of success and achievement adopting a customer focused approach to service provision.</p> <p>A thorough understanding of consultation methods/techniques, customer care principles, systems and methods.</p> <p>Experience of the process/practices of performance management, appraisal and professional development to ensure service outcomes achieved.</p> <p>Successful record of managing, motivating and empowering staff.</p> <p>Able to communicate clearly, convincingly and sensitively, orally and in writing.</p> <p>Understanding of how to achieve results in a political environment and an ability to do so.</p> <p>Demonstrable commitment to the principles and practice of equal opportunities in</p>	Experience of establishing partnerships	Application / Interview / References

Key criteria	Essential	Desirable	How assessed
	<p>employment and service provision.</p> <p>A track record of collaborative and team working.</p>		
<p>Other requirements (eg unsocial hours working, driving licence, fit to drive Council vehicle etc)</p>	<p>Ability to apply creative and innovative thinking to complex service challenges</p> <p>Personal and professional demeanour which engenders confidence internally and externally</p> <p>A champion of high performance culture</p> <p>Drive and determination to continually raise performance standards</p> <p>Capacity to perform a demanding job under pressure</p> <p>Flexible approach to hours</p> <p>Ability to achieve work life balance</p> <p>IT literate</p> <p>Thorough understanding of budget/resources planning/management processes</p> <p>Enhanced DBS check</p>		

Post holder's signature			
Name		Date	

Manager's signature			
Name		Date	

**Effective date:**

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

DRAFT

**Job Accountabilities**

<b>Job Title:</b> Executive Director	<b>Job number:</b>
<b>Service</b>	

<b>JOB PURPOSE</b>
<ul style="list-style-type: none"> <li>• Develop the vision and plans to secure a high performing and well managed directorate.</li> <li>• Work towards the provision of excellent services by personal example, inspirational leadership and empowerment in partnerships.</li> <li>• Lead and manage the directorate's staff to ensure a corporate and co-ordinated approach is adopted for the provision of services.</li> <li>• Challenge the status quo and current assumptions to break down barriers for future service provision.</li> <li>• Represent the council professionally as its ambassador, negotiator and advocate.</li> </ul>

<b>SCOPE OF JOB</b>
<p><b>Budgets:</b> Budget responsibility to be agreed post consultation</p> <p><b>Management/supervision:</b> Direct and indirect as per allocated services.</p> <p><b>Other resources:</b> Operate in a complex multi agency environment with skill and sensitivity, maximising effective partnership working to secure delivery of service and council objectives.</p> <p><b>Contacts:</b> Internal and external contacts including Elected Members, all council employees, local, regional and national partners including government departments and stakeholders, residents and service users, and professional associations.</p> <p><b>Strategy/policies/procedures:</b> Responsibility for developing, reviewing, maintaining and delivering against all related policies, procedures and guidance for the directorate, as designated by the Royal Borough, ensuring staff are aware of, and adhere to them.</p> <p><b>Decision-making:</b> This is a post with statutory responsibilities. Failure to deliver the service properly could result in residents and service users suffering from deprivation and in the worst scenario, death. The post holder will be expected to make and take decisions routinely which will have significant impact and implications without relying upon reference to Elected Members</p> <p><b>Mental demands:</b> Required to manage a wide range of tasks under what will, at times, be stressful, complex and challenging circumstances.</p> <p><b>Physical demands:</b> High level of work related pressure in terms of deadlines, conflicting priorities, problem solving and team management roles.</p> <p><b>Emotional demands:</b> Required to deal with difficult and challenging issues relating to employees, residents and service users, which may, at times, present significant emotional</p>

pressures.

**Location/working environment:** This post is based in Town Hall, Maidenhead. The expectation is that the post holder will work in a range of locations throughout the borough adhering to 'Smarter' working practices.

**Compliance:**

The post will:

- Take direct responsibility for maintaining the standards of the Royal Borough of Windsor and Maidenhead. Standards are assessed via outcomes achieved by residents and service users, and via external inspections. Failure to deliver a high standard of service could result in reputational damage to the council.
- Safeguard and promote the welfare of all children/young people and vulnerable adults, including missing children/young people in line with the relevant Children Acts 1989 and 2004, Children and Families Act 2014, Working Together to Safeguard Children 2015 and the LSCB Child Sexual Exploitation strategy.
- Manage and monitor Health and Safety within the directorate including compliance with Health and Safety regulations and responding to new Health and Safety guidance as and when required.
- To demonstrate CREATE values; displaying a commitment to them in all aspects of work.
- Ensure personal compliance with the council's data security policies and procedures.
- Maintain awareness of the council's whistleblowing policy and procedures.
- Through personal example and action ensure that staff and team operates within the council's comprehensive equality policy.

## **JOB ACCOUNTABILITIES**

### **Corporate management**

Deliver the council's vision, objectives and annual priorities in line with the constitution, financial regulations, contract rules, and all approved council policies, procedures and guidance.

As part of the council Management Team:

- Lead the council in a manner that builds ownership and commitment, connects strategies to action, provides clear accountability, manages performance and delivers results.
- Provide leadership and management, in collaboration with relevant parties, to ensure the council's vision and annual priorities are realised.
- Actively pursue the engagement of residents and service users in service design, delivery, monitoring and evaluation.
- Use evidence based practice to transform services securing significant and sustained improvements for residents.
- Lead on joint arrangements with external agencies on strategic planning of joint initiatives.

### **Budget management**

Manage financial, human and technology resources to secure cost effective and efficient service delivery. Ensuring a commercial focus and best value with high levels of output and outcomes.

### **Performance management**

Hold responsibility and accountability for the functional aspects of the directorate, using the corporate performance framework. Role modelling collaborative working practices, a strong customer focus, efficient resource deployment, staff effectiveness, continuous service

improvement and improved outcomes for residents.

### **Political and staff management**

Support and advise Elected Members on all aspects relating to the strategic development of the directorate.

Represent the council, as appropriate, at local, regional and national events to promote, present and protect the council's interests.

Ensure that the council, through its workforce, is a learning organisation, with services evolving in response to lessons learned from local and national activity. Working with employees to enhance their personal and professional development, achieving high retention rates, effective succession planning, high levels of staff motivation and good employee relations. Promote work life balance and flexible working.

### **Job specific service delivery**

Provide strategic leadership and management, securing a strong sense of purpose for the directorate, ensuring all functions operate within the statutory framework and relevant legislation and are resident focused.

Provide clear, balanced and accurate advice and guidance to Elected Members on the strategic issues facing the directorate.

- To work with members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities and aims.
- To lead, develop and inspire direct line management in the directorate in order to facilitate and deliver continuous and sustained improvements in services.
- Champion organisational and cultural change throughout the council whilst maintaining quality, level of performance and a customer focused approach.
- Support and advise elected members on all aspects relating to the strategic management and development of the council and its services.
- To support the MD with the management of relationships between elected members, political groups and officers by establishing a clear understanding of roles and by developing and maintaining clearly understood procedures for converting policies into action within the constraints of propriety and legality.
- Inspire, empower and develop by example the directorate's workforce to secure a real sense of ownership of its vision and priorities.
- Seek continuous improvement, encourage cross-council working and move decision making and responsibilities as close as possible to the point of service delivery.
- Ensure the effective deployment of the council's performance management arrangements within the directorate in order to deliver service improvements and contribute to the overall performance management of the council.
- Lead and develop the deputy director and heads of service ensuring they establish effective management arrangements, deliver their agreed targets, work in a corporate and collaborative manner, promote a strong customer focus, manage service budgets and develop their staff effectively in order to support corporate and strategic service priorities that will optimise service delivery to the people Windsor and Maidenhead.
- Lead on and ensure there is effective strategic management of the directorate, in collaboration with elected members, external partners and stakeholders, so as to ensure that

the council's vision, priorities, aims and objectives are realised.

- To develop and maintain effective systems of consultation, community involvement and partnership working to achieve the council's community strategy.
- To promote the interests and image of the council and enhance its influence in constructive relationships with key stakeholders in the community, in government and other public bodies, the voluntary sector and in the business community.
- Ensure resident focus is maintained whilst delivering the council's vision, policies and priorities ensuring that these are understood and implemented both corporately and at directorate level.
- To coordinate cross working and ensure corporate frameworks are in place and effective.
- Actively promote work life balance and flexible working in order to improve service delivery across the council.

**Emergency Planning and Business Continuity**

To maintain up to date emergency plans and procedures for the directorate ensuring staff are fully aware of the content and the role they play.

To operate as Senior Duty Officer when rostered in the event of an emergency, be on call during this time and undertake the responsibilities.

## Person specification

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**Effective date:**