



Cabinet – appendices for item 6, Senior Management Restructuring Proposals

Monday 15 December 2014 at 7.00 pm

Board Rooms 4 and 5- Brent Civic Centre, Engineers Way, Wembley HA9 0FJ

Membership:

Lead Member Councillors:

Portfolio

Butt (Chair)
Pavey (Vice-Chair)
Crane
Denselow
Hirani
Mashari
McLennan
Moher

Leader of the Council
Deputy Leader of the Council
Lead Member for Environment
Lead Member for Stronger Communities
Lead Member for Adults, Health and Well-being
Lead Member for Employment and Skills
Lead Member for Regeneration and Housing
Lead Member for Children and Young People

For further information contact: Anne Reid, Principal Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

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democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Supplementary Agenda

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As referred to in the report, job descriptions and person specifications for the proposed posts are attached for the Cabinet's consideration.

Ward Affected:
All Wards


Lead Member: Councillor Butt
Contact Officer: Christine Gilbert, Chief Executive
Tel: 020 8937 1007
christine.gilbert@brent.gov.uk



- Please remember to set your mobile phone to silent during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

HAY Job Description

Senior Manager

 Brent	Job Title	Chief Operating Officer
	Department	Chief Operating Officer
	Section	
	Grade	Hay 2
	Reports to	Chief Executive
	Staffing Responsibility	<p>Direct line management of 2 Operational Directors, HR Director, Chief Legal Officer and 2 Heads of Service.</p> <p>The day to day management of the Chief Finance Officer.</p>

Job Purpose:

1. Provide strategic and corporate leadership and management, in collaboration with the Chief Executive, CMT colleagues and Cabinet Members, to ensure the continued development and improvement of the council and the borough.
2. Provide strategic leadership across the borough, maximising opportunities for local people to be informed and engaged to play an active role in shaping services and the future development of the borough
3. Lead and develop strong partnership working with public sector partners, the voluntary and community sector and local businesses to maximise opportunities for innovative, efficient and effective service delivery.

Dimensions:

Oversight of the budgets for multiple sections and units as detailed in portfolio responsibilities below. Departmental budgets total approx. £150m.

Principal Accountabilities:

1. As a member of the Corporate Management Team (CMT) working collegiately to formulate clear strategic direction, planning and evaluation, to build a shared and cohesive organisational culture and ethos and ensure robust governance arrangements are in place.
2. Lead and manage a portfolio of services in alignment with Council aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with Senior Managers to support effective working relationships with relevant portfolio holders.
5. Support and develop partnership working, including acting as an effective ambassador and

advocate with external organisations.

6. Support the Chief Executive and the Council's political leadership in securing the continuous development, improvement, efficiency and success of the Council as a whole.
7. Ensure CMT is briefed and kept up to date on service developments and community issues including highly sensitive matters likely to have a major impact on the Council.
8. Foster a consistent cross Council culture by ensuring that the Council's overall vision, values and ethos are central to service delivery and managing performance, quality and risk.
9. Ensure that benchmarking and target setting supports continuous and sustained performance improvement.
10. Lead organisational development and redesign through a portfolio of responsibilities including support for Council initiatives, projects and programmes such as the one Council programme.
11. Provide clear, balanced and accurate advice and guidance to the Chief Executive and Cabinet members on the strategic service issues and challenges facing the Council.
12. Provide leadership to all staff gaining ownership of and commitment to the Council's overall aims and values.
13. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well being of children and vulnerable adults.
14. Carry out duties with due regard to the Council's community care; equal opportunities; information governance, data protection and health and safety policies and procedures.
15. Undertake any other duties commensurate with the general level of responsibility of this post.

Portfolio Responsibilities

1. As Chief Operating Officer, lead a portfolio of services in alignment with the Council's aims and priorities, building a high performing, innovative, customer focused culture which embraces change.
2. Take overall responsibility for ensuring that financial, staffing and physical resources are planned, controlled and deployed to best effect to deliver agreed service priorities and that budget and service planning and monitoring are aligned.
3. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.
4. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
5. As the council's lead ensure a strategic, joined-up approach to community services; strategic commissioning; and corporate and business support.
6. Ensure the effective and customer focussed delivery of a range of high profile and front line services as follows:
7. Ensure the effective operation of the Council's day to day business.

Community Services -

Public Realm
Community Safety and Public Protection
Brent Customer Services
Registrars
Transportation
Parking
Culture

Strategic Commissioning –

Policy and Scrutiny
Performance and Programmes
Public Health

Procurement
Partnerships and Transformation
Digital Services

Corporate and Business Support –

Finance, HR and Administration
Legal
Communications
Executive and Member Services

Job Context:

- Wide range of internal and external contacts including senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of high performing teams.
- Lead role in the development of the Council's services in this area.
- Operates within a corporate framework but with considerable freedom to shape services.
- Strategic lead developing services and ensuring implementation of new legislative requirements.
- Overall responsibility for high performance and professional standards across the department.

DBS Status	To be confirmed with Human Resources
Politically Restricted	Yes

Person Specification

Knowledge, Experience & Skills

Specify the knowledge, experience, skills and abilities required.

Knowledge and Qualifications


- High standard of professional achievement and/or relevant professional qualification
- Evidence of significant relevant Continuing Professional Development (CPD).

Experience

- A demonstrable senior leadership and track record in a large scale, highly diverse, customer centric, political organisation.
- Evidence of achievements working collaboratively across organisational boundaries to deliver strategic priorities and outcomes.
- Influencing at departmental and corporate management team level and stakeholders within a complex and politically sensitive environment.
- Driving forward major change initiatives, efficiency savings and service improvement developments in line with key strategic objectives.
- Contributing as part of a senior management team through effective business planning, budget management and performance appraisal.
- Partnership working commanding confidence and building positive working relationships in support of key objectives.
- Delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
- Effective resource management.
- Planning and evaluation including anticipating priorities, changing landscapes and future service needs.

Key Skills

- Strong Leadership and management skills including people, performance and budget management
- Communication, negotiating and influencing skills
- Work collaboratively corporately and departmentally creating a strong team spirit
- Strong role model who demonstrates a personal commitment to high standards of public service, equalities, integrity and professionalism
- Exceptional leadership ability to develop and deliver a clear sense of service direction and purpose.
- Excellent judgement and demonstrable track record of senior management decision making.
- Ability to engender trust and confidence across political groups.
- High level planning and management skills ensuring excellent service delivery.
- Demonstrable ability to think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and deliver high performing services, managing risks and overcoming barriers to success.
- Communication and influencing skills to inform, consult and negotiate with a wide range of audiences in a straightforward, articulate and persuasive manner and the interpersonal ability to engender confidence and respect.

	Job Title	Operational Director, Strategic Commissioning
	Department	Chief Operating Officer
	Section	Strategic Commissioning
	Grade	Hay 3a
	Reports to	Chief Operating Officer
	Staffing Responsibility	Direct line management of a range of Heads of Service and indirect responsibility for all staff within the Strategic Commissioning section.

Job Purpose:

1. Lead on the development and implementation of a strong, cost effective and coherent strategic commissioning function for the Council.
2. Ensure that the strategic direction of the Council is well defined, rooted in excellent business intelligence and reflected in effective policy, planning and delivery.
3. Provide strong foundations on which to build the continuous development, improvement, efficiency and success of the Council including an environment that fosters innovation in commissioning and delivery.
4. Contribute to the senior leadership of the Council including taking responsibility for the wider development and delivery of cross-Council strategic initiatives and priorities.

Dimensions:

Has overall responsibility for the budgets of all units within Strategic Commissioning. Departmental budgets total approx. £100m.

Principal Accountabilities:

1. Work collegiately with senior managers and make a proactive contribution delivering Council objectives which impact positively on the lives of local people.
2. Lead a portfolio of services including:
 - Policy, Scrutiny and Business Intelligence
 - Performance and Programme Management
 - Procurement and lead commissioners
 - Partnership and Community Engagement
 - Transformation Services
 - Digital Services

3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with the Chief Operating Officer to support effective working relationships with relevant portfolio holders.
5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
6. Lead, develop and promote effective partnerships with other statutory organisations, the private sector and the third sector in the commissioning and delivery of services.
7. Translate strategy into ambitious and achievable service plans, within available resources and with clearly defined targets and outcomes.
8. Ensure the Chief Operating Officer, Lead Members and the Corporate Management Team are briefed and kept up to date on the strategic commissioning agenda, including highly sensitive matters likely to have a major impact on the Council.
9. Provide clear, balanced and accurate advice and guidance to the Chief Operating Officer, Chief Executive and Lead Members on key strategic service issues and challenges.
10. Responsible for planning, controlling and deploying financial, staffing and physical resources to best effect to deliver agreed service priorities.
11. Provide leadership to the front line upwards gaining ownership of and commitment to the Council's overall aims and values.
12. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well being of children and vulnerable adults.
13. Carry out duties with due regard to the Council's customer care; equal opportunities; information governance, data protection and health and safety policies and procedures.
14. Undertake any other duties commensurate with the general level of responsibility of this post.

Portfolio Responsibilities:

1. Lead on the development and delivery of a strategic commissioning model for the Council which is user, resident and community focussed including strategic commissioning for Children & Young People, Adults and Public Health.
2. Lead on the development and delivery of the borough's procurement strategy and procurement function in line with the strategic commissioning model.
3. Oversee the Council's policy and scrutiny function.
4. Ensure the Council plays a leading role in facilitating partnerships with organisations, agencies and the third sector.
5. Lead and manage Partnership and Community Engagement transformation and Programme and Performance management teams. Ensure the provision of effective support for the development of partnership work with local communities; support cultural change and business improvement across the council, including redesign of services.
6. Lead and manage the council's Digital Services portfolio.

Job Context:

- Wide range of internal and external contacts including senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.

- Management and leadership of high performing teams.
- Lead role in the development of the Council's services in this area.
- Operates within a corporate framework but with considerable freedom to shape services.
- Strategic lead developing services and ensuring implementation of new legislative requirements.
- Overall responsibility for high performance and professional standards across the group.
- Ensures high professional standards.

DBS Status	To be confirmed with Human Resources
Politically Restricted	Yes

Person Specification

Knowledge, Experience & Skills

Specify the knowledge, experience, skills and abilities required.

Knowledge and Qualifications

- Relevant professional qualification or extensive senior management experience in relevant portfolio area.
- Evidence of significant relevant Continuing Professional Development (CPD).

Experience

- A track record of achievement at a senior leadership level in a large scale, highly diverse customer centric, political organisation including:
 - delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
 - effective resource management
 - planning and evaluation including anticipating priorities, changing landscapes and future needs
 - proven track record of achieving and managing cultural and organisational change and of leading improvement in relevant areas.
 - developing and delivering large scale projects and programmes.
 - a record of innovative achievements in joint working with partners and stakeholders.
- Experience of contributing as part of a senior management team through effective business planning, budget management and performance appraisal.
- Substantial experience of partnership working, commanding confidence and building positive working relationships in support of key objectives.


Key Skills

- Strong leadership and management skills including people, performance and budget management.
- Communication, negotiating and influencing skills.
- Work collaboratively corporately and departmentally creating a strong team spirit.
- Strong role model who demonstrates a personal commitment to high standards of public service, equalities, integrity and professionalism.
- Develop and maintain effective partnership arrangements both internal and external to the organisation.
- Identify opportunities through multi-agency working that deliver improvements.
- Develop and deliver a clear sense of service direction and purpose.
- Excellent judgement and demonstrable track record of senior management decision making.
- High level planning and management skills ensuring excellent service delivery.
- Think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and deliver high performing services, managing risks and overcoming barriers to success.
- Communication and influencing skills to inform, consult and negotiate with a wide range of audiences in a straightforward, articulate and persuasive manner and the Interpersonal ability

to engender confidence and respect.

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	Job Title	Operational Director, Community Services
	Department	Chief Operating Officer
	Section	Community Services
	Grade	Hay 3a
	Reports to	Chief Operating Officer
	Staffing Responsibility	Direct line management of 6 Heads of Service and indirect responsibility for all staff within the Community Services section.

Job Purpose:

1. To lead and manage the development and implementation of a comprehensive community services strategy which better meets need and embeds a different relationship with local people.
2. To ensure the Council's management of its key contracts is efficient and effective.
3. Provide a leading contribution to the continuous development, improvement, efficiency and success of the department, the Council and the Borough.
4. The development and delivery of cross-council strategic initiatives and priorities and lead on particular projects as required by the Chief Operating Officer.

Dimensions:

Has overall responsibility for the budgets of all units within Community Services. Departmental budgets total approx. £30.2m.

Principal Accountabilities:

1. Work collegiately with colleagues and make a proactive contribution to the management of change and the development of the Council.
2. Lead and manage a portfolio of services in alignment with both corporate and departmental aims and priorities, including.
 - the development and delivery of innovative new models for community focussed delivery.
 - setting and monitoring clear and ambitious performance requirements.
 - robust financial management to ensure value for money.
 - creating an environment which fosters innovation and continuous improvement in service commissioning and delivery.

3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with the Chief Operating Officer to support effective working relationships with relevant portfolio holders.
5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
6. Lead a portfolio of services in alignment with corporate and departmental aims and priorities.
7. Lead, develop and promote effective partnerships with other statutory organisations, the private sector and the third sector in the commissioning and delivery of services.
8. Translate strategy into ambitious and achievable service plans, within available resources and with clearly defined targets and outcomes.
9. Ensure the Chief Operating Officer, Lead Members and the Corporate Management Team are briefed and kept up to date on those aspects of the community services agenda for which the post holder has lead responsibility, including highly sensitive matters likely to have a major impact on the Council.
10. Provide clear, balanced and accurate advice and guidance to the Chief Operating Officer and Lead Members on strategic service issues and challenges.
11. Responsible for planning, controlling and deploying financial, staffing and physical resources to best effect to deliver agreed service priorities.
12. Provide leadership to the front line upwards gaining ownership of and commitment to the Council's overall aims and values.
13. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well being of children and vulnerable adults.
14. Model exemplary behavior and carry out duties with due regard to the Council's community care; equal opportunities; information governance, data protection and health and safety policies and procedures.
15. Undertake any other duties commensurate with the general level of responsibility of this post.

Portfolio Responsibilities

1. Act as the lead for all aspects of the Community Service portfolio, including performance of the contractors.
2. Lead and manage Brent Customer Services and the development and roll out of the council's Community Access Strategy ensuring it is embedded in all of the work of the council.
3. Lead on and ensure a joined up and co-ordinated approach to the management of the Public Realm contract.
4. Ensure cross-Council emergency and business continuity plans are in place and up to date.
5. Lead on the development of innovative and effective community safety and protection strategies for the Borough.
6. Ensure the Council plays a leading role in partnerships with organisations and agencies operating within the portfolio responsibilities of the Operational Director.
7. Work closely with the Operational Director, Strategic Commissioning on the procurement and management of contracts within the area of responsibility.
8. Establish and maintain top quartile performance against relevant benchmarks for environment and protection culture and highways services.
9. Act as sponsor for programmes and projects, as required.
10. Support the development and delivery of the borough's culture strategy.
11. Support the leadership and management of the transportation and parking services for the borough.
12. Support the leadership and management of the council's Registrars Service for Brent and Barnet Councils.

Job Context:

- Wide range of internal and external contacts including senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of high performing teams.
- Lead role in the development of the Council's services in this area.
- Operates within a corporate framework but with considerable freedom to shape services.
- Strategic lead developing services and ensuring implementation of new legislative requirements.
- Overall responsibility for high performance and professional standards across the group.

DBS Status	To be confirmed with Human Resources
Politically Restricted	Yes

Person Specification

Knowledge, Experience & Skills

Specify the knowledge, experience, skills and abilities required.

Knowledge and Qualifications

- Relevant professional qualification and/or extensive management experience within relevant portfolio area.
- Evidence of significant relevant Continuing Professional Development (CPD).

Experience


- Substantial experience within either environment or regulatory services.
- A demonstrable senior leadership and track record in a large scale, highly diverse customer centric, political organisation including:
 - delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
 - resource management.
 - planning including anticipating priorities from a changing landscape
 - proven track record of achieving and managing cultural and organisational change and of leading improvement across all community services.
 - developing and delivering large scale projects and programmes.
 - a record of innovative achievements in joint working with partners and stakeholders.
- Experience of contributing as part of a senior management team through effective business planning, budget management and performance appraisal.
- Substantial experience of partnership working, commanding confidence and building positive working relationships in support of key objectives.

Key Skills

- Strong Leadership and management skills including people, performance and budget management
- Communication, negotiating and influencing skills
- Work collaboratively corporately and departmentally creating a strong team spirit
- Strong role model who demonstrates a personal commitment to high standards of public service, equalities, integrity and professionalism
- Develop and maintain effective partnership arrangements both internal and external to the organisation.
- Identify opportunities through multi-agency working that deliver improvements.
- Develop and deliver a clear sense of service direction and purpose.
- Excellent judgement and demonstrable track record of senior management decision making.
- High level planning and management skills ensuring excellent service delivery.
- Think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and deliver high performing services, managing risks and overcoming barriers to success.
- Communication and influencing skills to inform, consult and negotiate with a wide range of audiences in a straightforward, articulate and persuasive manner and the Interpersonal ability to engender confidence and respect.

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 Brent	Job Title	Chief Legal Officer
	Department	Chief Operating Officer
	Section	Legal Services
	Grade	Hay 4
	Reports to	Chief Operating Officer (dotted line to Chief Executive)
	Staffing Responsibility	Direct line management of Principal Lawyers. Oversight of all employees in the Legal Services unit.

Job Purpose:

1. Manage and lead the Council's legal services function ensuring the highest professional standards and that the council acts within the law.
2. Lead adviser to the Council on all legal matters. Ensure clear, balanced and accurate advice and guidance is given on high profile, politically sensitive matters to ensure that the Council's interests are protected.
3. Act as the Council's Monitoring Officer as defined in the Local Government and Housing Act 1989.
4. Act as adviser to the Mayor at all Council meetings.

Dimensions:

Responsibility for the Legal Service's annual budget of approx. £2.5m.

Principal Accountabilities:

1. Work collegiately with colleagues on the Departmental Management Team (DMT), and make a proactive contribution delivering departmental and corporate objectives.
2. Lead and manage a portfolio of legal services, including:
 - organising, developing and delivering legal services across the Council ensuring statutory requirements are met.
 - establishing effective legal frameworks, and procedures to regulate decision making ensuring it is lawful, efficient and transparent.
 - representing the Council at legal proceedings.
 - procuring external legal services of counsel and solicitors where this cannot be provided in-house.

- management and mitigation of legal risks and barriers to operational effectiveness.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
 4. Work closely with the Chief Operating Officer and Chief Executive to support effective working relationships with relevant portfolio holders.
 5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
 6. Lead, manage and implement the legal services for the Council ensuring they remain robust and meet the quality standards and requirements of the Council and legal profession.
 7. Develop and implement the Council's legal policy and determine and monitor legal standards across the Council and partner organisations in accordance with the priorities of the Borough Plan.
 8. Explore opportunities for collaboration and implement shared services with other London Boroughs and/or external organisations.
 9. Act as an effective ambassador and advocate representing the Council in forums responsible for shaping public sector services including Government departments, GLA and legal bodies and forums developing sustainable relationships.
 10. Manage legal services staff and budgets in accordance with the Council's code of conduct, employment and equalities policies and financial regulations procedures and frameworks ensuring value for money in the planning and allocation of resources.
 11. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well being of children and vulnerable adults.
 12. Carry out duties with due regard to the Council's customer care; equal opportunities; information governance, data protection and health and safety policies and procedures.
 13. Undertake any other duties commensurate with the general level of responsibility of this post.

Job Context:

- Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of a high performing team.
- Lead role in the development of the Council's services in this area.
- Operates within a corporate framework but with considerable freedom to shape services.
- Leads on policy and development and ensures implementation of new legislative requirements.
- Ensures high professional standards.
- A demeanour which engenders confidence.

DBS Status	To be confirmed with Human Resources
Politically Restricted	Yes

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Person Specification

Knowledge, Experience & Skills

Specify the knowledge, experience, skills and abilities required.

Knowledge and Qualifications

- Qualified solicitor and member of Law Society
- Evidence of significant relevant Continuing Professional Development (CPD).

Experience

- Track record of achievement at a senior level delivering legal services in a similarly large and complex organisation including:
 - delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
 - ensuring that the service is effectively resourced to deliver to the required standard
 - legal advice and case risk management across a wide range of services.
 - representation at complex legal proceedings.
- Working collaboratively across organisational boundaries to deliver strategic plans providing high level legal advice and support, and cost effective outcomes.
- Influencing at senior level on matters of the law.
- Managing and delivering on change initiatives, efficiency savings and service improvement.

Key Skills

- Strong leadership and management skills including people, performance and budget management
- Communication, negotiating and influencing skills
- Work collaboratively and corporately and departmentally
- Strong role model who demonstrates a personal commitment to high standards of public service, equalities, integrity and professionalism
- Excellent judgement and demonstrable track record of senior management decision making involving complex legal issues.
- High level provision of expert legal advice.
- Intellectual ability to think and act strategically, analyse complex evidence and develop practical, innovative entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and deliver high performing legal services, managing risks and overcoming barriers to success.
- Ability to assess, understand and manage the political pressures and demands upon the organisation.
- Ability to encourage innovative solutions, support and 'can do' culture and achieve results.