

**Agenda Item No:** 8

**Report To:** Cabinet

**Date:** 6 April 2017

**Report Title:** Review of Senior Management Team Structure

**Report Author:** Tracey Kerly Chief Executive

**Portfolio Holder** Cllr. Clarkson Leader of the Council

**Summary:** Following previous cabinet papers in October 2015, changes in February 2016 and conclusions to East Kent merger discussions in 2017, a revised senior management structure is proposed for Ashford Borough Council. The proposed structure seeks to further enhance cross functional working, improve resilience, increase capacity at senior levels and improve the drive for the authority to take a more commercial approach in the delivery of public services.

**Key Decision:** NO

**Affected Wards:** None specifically

**Recommendations:** **The Cabinet be asked to:**

- I. Approve the new senior management team structure detailed at Appendix 2**
- II. Recommend to Council that the pension costs set out at Appendix 5 are approved and that the pension monies are released in the event that staff at risk cannot be re-deployed.**

**Policy Overview:** Managing Redundancy and Organisational Change Policy  
Retirement, Redundancy and Discretionary Compensation Policy Statement

**Financial Implications:** A schedule of potential redundancy and pension strain costs is shown at the Exempt Appendix at Appendix 5.

**Risk Assessment** Yes

**Equalities Impact Assessment** An Equalities Impact Assessment is attached at Appendix 1.

**Other Material Implications:** None

**Exempt from Publication:** YES – Appendix 5 Only  
**Not For Publication by virtue of Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information**

**Background Papers:** Succession Planning Phase 2 to support the delivery of the Corporate Plan report to Cabinet 8<sup>th</sup> October 2015

**Contact:** Tracey Kerly, Chief Executive 01233 330 200

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**Purpose Of The Report** A revised senior management structure is proposed for Ashford Borough Council which seeks to further enhance cross functional working, improve resilience, increase capacity at senior levels and improve the drive for the authority to take a more commercial approach in the delivery of public services. The report provides information to Cabinet detailing the proposed structure and consultation process followed.

**Issues To Be Decided** **Cabinet is asked to**

- I. Approve the new senior management team structure detailed at Appendix 2**
- II. Recommend to Council that the pension costs set out at Appendix 5 are approved and that the pension monies are released in the event that staff at risk cannot be re-deployed.**

### **Background**

1. In October 2015 the former Chief Executive set out a strategy that aimed to structure the organisation in such a way that would provide added focus for and deliver the new corporate plan as well as build on previous successful approaches to succession planning that began in 2012.
2. The adopted strategy aimed to 'get ahead' and plan for senior level turnover (due mainly to planned retirements) that were anticipated over a three to five year period. The strategy was designed, using a number of stages of transition, to reach a Chief Executive plus two Directors (1 + 2) model, supported by Heads of Service with an operational/professional accountability but importantly with a strategic understanding to ensure the priorities of the council were delivered in a joined up and effective way.
3. There were a number of successful internal promotions with Heads of Service being appointed from the pool of managers who had been through the leadership development programme that is driving a culture of innovation, maintaining stability within the organisation and working closely with portfolio holders.
4. It was intended that during the transitional stages, leading to the eventual 1 + 2 model, that existing very experienced and skilled senior managers would coach and mentor Heads of Service. It was intended that this would help mitigate against the impact of knowledge loss that was both anticipated as well as experienced after some very senior level

retirements in recent years.

5. In February 2016, the then Chief Executive left ABC for another role in the private sector. This coincided with the commencement of county and regional discussions about devolution and mergers; options around appointing a new, permanent, Chief Executive were considered and it was recommended that the Director of Operations be seconded into the Chief Executive role for up to two years whilst the devolution/merger discussions took their course and it was clearer where the Chief Executive role stood. We did not backfill the Director (Operations) role but took the opportunity to 'test' the 1 + 2 model; although in practice it was a 1 + 2.6 model as the Deputy Chief Executive remained in post albeit working on the Chilmington CMO project but still operating as deputy S.151 officer and continuing to support the directorate structure and director team on a reduced hours basis.
6. In January 2017 it became clear that the potential for a merged Council in East Kent for Ashford for various reasons was not appropriate and a recommendation to Cabinet and Council during February 2017 was made to reflect the Business Case. The detailed reasons for this are documented in the cabinet report of the 9th February 2017. Since the recommendation is not to progress with the East Kent merger, it is now appropriate that we look to bring back some stability to the senior management structure on a permanent basis. During the consultation meetings it was commented upon that the proposed structure would now bring stability and surety. Continued working arrangements with the other Councils would continue to ensure that Ashford is not viewed as an anomaly and therefore able to collaborate in other useful partnerships.
7. In an initial briefing discussion with Unison, they commented favorably about the stability that the proposed model will bring together with the swift action of the Chief Executive to produce the report and provide all staff with surety for the future. Clearly, Unison expressed concern about the potential deletion of a post but acknowledged the redeployment opportunities available to this affected member of staff.

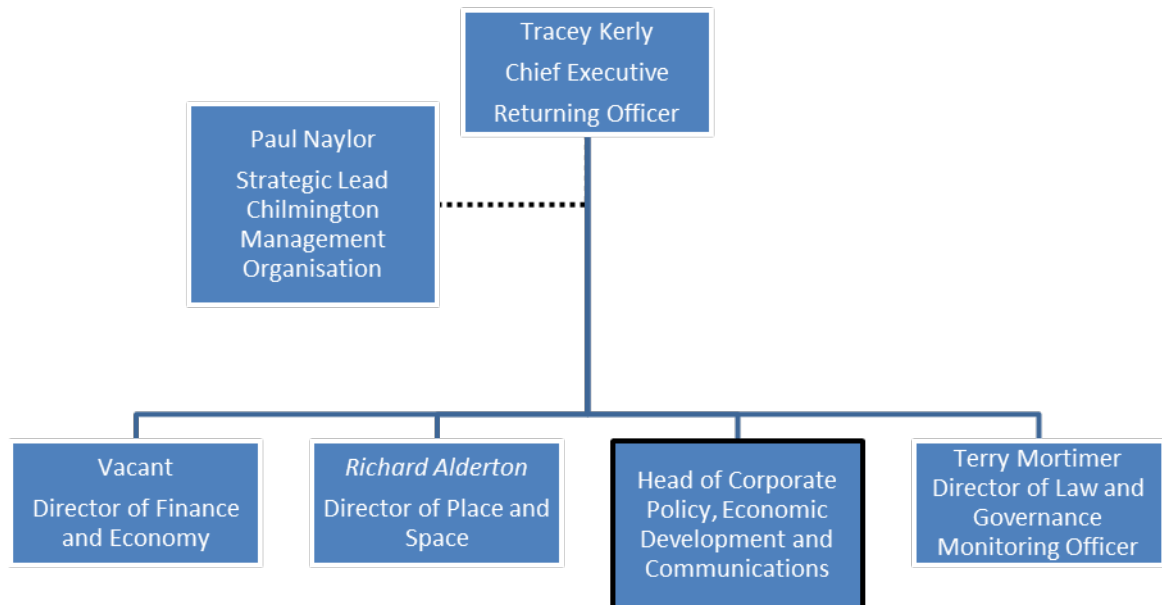
### **Consultation Process**

8. Early informal discussions were held with current Directors in January and, following this, a meaningful formal consultation process was followed from 30th January to 28th February. Fifteen consultation meetings were individually conducted across a four week period.
9. Comments expressed within the consultation meetings were broadly positive and supportive of the new proposals.
10. Throughout this report the views of those staff formally consulted with are anonymously outlined at each relevant section. Additionally, requested and subsequently accepted amendments to the report have been incorporated within the body of the document.

11. During the consultation meetings some employees raised personal comments regarding individual matters and these were in the main addressed and responded to within the consultation meetings.
12. A description of the chronological consultation timetable is detailed later in this report.
13. Individual consultation has focused on those staff directly affected although all staff are able to participate in the consultation process via the Joint Consultative Committee.

### **Consultation Comments Regarding The Background**

14. Affected staff commented upon future transformation and a potential future movement to a customer focused journey but it was widely accepted that this type of transformation was not significant and the Council had not undertaken the research currently for such a change. However, this type of practice was encouraged and could potentially be considered in the future or incorporated into future working methods.
15. The synergy amongst directorates was commented upon and although the grouping of services within directorates was questioned by some affected employees in terms of synergies, it was widely accepted that the groupings of the services did make sense and created a reasonable balance of employee numbers.
16. Moreover it was emphasised in each consultation meeting by the Chief Executive that the cross-functional workings for all members of staff was essential and that the structure at Ashford is, and should continue to be, collaborative rather than hierarchical. The cog structure featured in Appendix Two provides a clear illustration of the proposed structure and can be compared to the current structure featured in Appendix Three. The structural diagrams featured within the body of the report represents reporting lines and employment matters and therefore may feel hierarchical but Appendix Two illustrates proposed working relationships. Additionally, our current project regarding our Values (Ambitious, Creative and Trustworthy) will further reinforce our collaborative working style and cohesive approach.



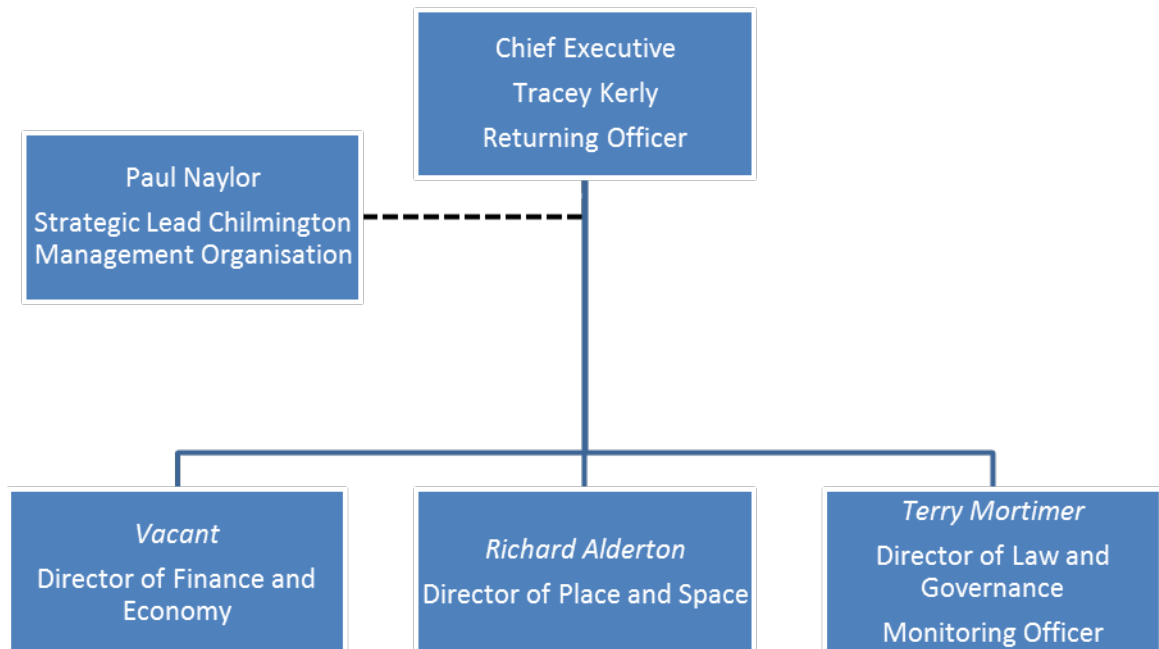
### The Chief Executive

17. During the tenure of the current Interim Chief Executive (ICX) (almost one year) much has been achieved, aside from providing an interface between members of all groups and management. A significant amount of the ICXs time has been dedicated to ensuring the 'sign-off' of all the major projects that will have an important bearing on the borough's and the council's economic growth.
18. Despite the pressure on staff to deliver these major projects on top of the day job, the ICX has managed to sustain good morale amongst staff, as evidenced by the recent Best Companies staff engagement survey which benchmarked ABC nationally once again as 'one to watch'. By doing this the ICX has established her authority and position as Chief Executive in leading the officers of the council.
19. The role of Chief Executive is not just about leading internally; the ICX is well respected by her peers and has built on her already impressive reputation more widely during her tenure.
20. It is for these reasons that there will be a separate proposal on 20th April, via the Appointments Committee, that Council approve that the Interim Chief Executive be permanently appointed to the post of Chief Executive.
21. The rest of this report reflects on the ICX's experience as Interim operating the 1 + 2 model, and how the emerging structure inherited a year ago has supported the delivery of corporate priorities and where the ICX feels as Head of Paid Service, in agreement with the Leader of the Council, there is the need for some realignment.

## The Organisational Structure: Proposals

### The Director Tier

22. It has become evident over the past year that the 1 + 2 model does not provide sufficient capacity to effectively lead the delivery of the corporate plan, along with the emerging emphasis for councils to become self-sufficient, less reliant on rate support grant, drive to achieve investment returns and maintain the local political requirements to have the lowest Council tax in Kent. Even with the additional capacity provided by the Deputy Chief Executive outside his Chilmington role it is felt the capacity at this senior tier is too low. Now that the Chilmington project will move into delivery the Deputy Chief Executive will be spending a much greater percentage of his time on this work and will be unable to assist in the Directorate structure. Hence, by mutual agreement, the Deputy Chief Executive role will be phased out over the coming months while the structure beds down following appointments within the proposed new structure. Any deputising for the Chief Executive will be shared amongst the Director contingent.
23. As the Deputy Chief Executive will have a more project based role and less corporate oversight it will also be necessary to reallocate his deputy S.151 responsibilities to another post holder(s) within the Finance and Economy Directorate to ensure continued sound financial oversight.



24. There is also significant risk of turnover due to retirements at this tier with members of this tier exploring options around their future retirement plans which may be realised in the next 12 to 18 months. The combination of a lack of capacity and the risks associated with turnover has led to the **conclusion that the operating model should be a Chief Executive plus three Director model 1 + 3 model**. It is recommended that this should be implemented now to provide the additional capacity required. The changing environment of Local Authorities is such that while this structure is about creating stability and is designed to meet the current requirements of the Council, clearly our direction of travel is still evolving that may require further changes and amendments. We need to understand that this is the culture of any successful operation that can be flexible and respond to the market.
25. The revised model will promote greater resilience and will require some realignment across services. It is important to review progress made to date and our future position when doing this to make sure the structure is able to deliver future requirements.
26. It is important to note that our focus on front line services has not changed and correct resource levels in this area remain a priority.

#### **Consultation Comments Regarding The Director Tier**

27. The responsibilities of the Directors were discussed across the majority of consultation meetings and the difference between the role of Director and Head of Service was also expanded upon in general and by post.
28. A further follow up session (following on from the Aldington Away Day) is proposed with the Directors to clarify and agree upon the new job description to ensure a consistent approach. However, the Director post has a helicopter view and works strategically across the organisation rather than strategically within one service. The Directors would take responsibility for the transformation agenda and ensure this was delivered across all services. They would drive through the opportunities that exist for innovation to compliment the delivery focus of the Head of Service. The Directors would focus on future planning and Department of Communities and Local Government liaison rather than service delivery.
29. The Director of Law and Governance would be able to focus on key governance areas across the organisation such as data protection.
30. The Director of Finance and the Economy would be required to respond to the changing economic landscape and ensure that Ashford is ahead of the curve on issues such as investment trends and Brexit implications and is viewed very differently to a Head of Finance post.
31. The Director of Place and Space would be required to focus on the Attractive Ashford priorities within the corporate plan along with housing



growth and Active Ashford.

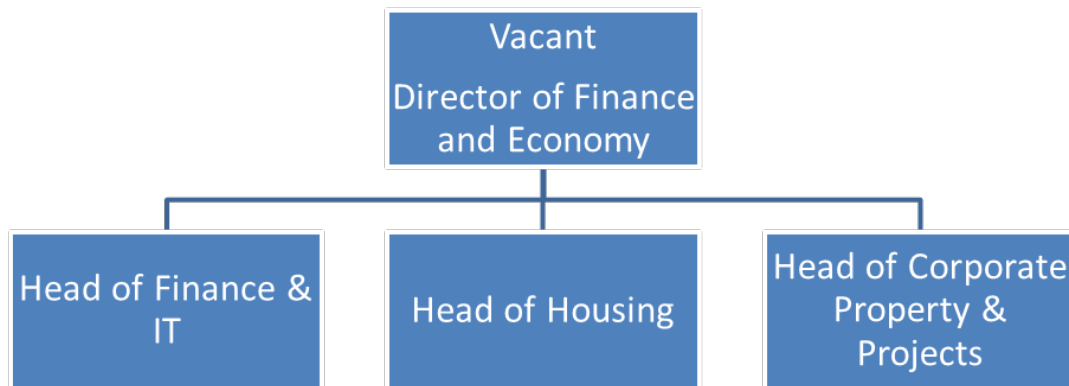
32. During the consultation meetings the Chief Executive explained the benefits of the new structure and highlighted that neither of the two Directors had been afforded the opportunity, due to staff shortages to be able to move away completely from a head of service post and truly focus on their Director post.
33. The Deputy Chief Executive is now on a flexible retirement working pattern and has worked closely to facilitate the move to this new structure and arrangements and will continue to support the Directorate structure during the essential bedding in process. He has accepted that his deputy status will disappear along with his S.151 responsibilities as part of his mentoring process for up and coming officers. He will be able to embrace his role with the Chilmington Green project now that development begins to evolve and his experience and knowledge will be utilised until his chosen retirement date. It is felt appropriate that this post continues to report into the Chief Executive, although it is recognised that it was suggested that this post reports into a Directorate.
34. It is anticipated that there will be no change to his executive support post although discussions may be held with this post holder to refocus her duties in line with the revised focus of the current Deputy Chief Executive.
35. Positive comments were made within the consultation meeting about the introduction of a 3rd Director post together with the focus on property that this new Director Post would have, although it was clear to the Chief Executive that the organisation already had wealth of professional property experience and that she required the new Director post to focus more on investment trends and emerging opportunities within the economy.
36. Conversely, comments were made about the need to introduce a 3 Director structure at the present time and a phased approach was suggested, first appointing the Head of Service posts before considering if an additional Director post was required at this stage or potentially amending some Chief Executive reporting lines in the short term. However, it was acknowledged that a 3 Director model was important from a resilience and forward planning perspective.
37. Comments were raised about the actual synergy amongst services in some directorates and what additional groups or processes would need to be created to ensure good cross service working. It is thought that the Heads of Services had a strong ethos of working to deliver the corporate agenda and the corporate planning process now in place will ensure that cross working will occur.
38. The distribution of services within Directorates was felt to be dissimilar to what would be expected in a commercial organisation where services would be grouped into the operational and the strategic and also that too

much attention had been paid on sharing out reporting lines rather than creating sound commercial fit. However, the existed organisational structure was not laid out in such Directorates at present and the proposed structure is felt to represent what is required for a forward thinking and innovative local authority.

39. Comments were made that the development of the Directorate structure represented a missed opportunity to introduce more generic roles for these levels which would offer more resilience and also greater flexibility for internal promotion and succession planning. The Chief Executive was comfortable with the technical specialisms in the proposed Director posts and Directorates at the present time although noted the alternative approach and its success within certain areas of the organisation.
40. Comments were made regarding an alternative structure with a separate Director of Property post rather than a Director of Finance and Economy post, however this suggestion was not taken forward for the reasons detailed below.

### **Proposals on the new Directorates**

#### **Finance & Economy**



41. Over the past three years the Council has made good progress in stimulating economic growth. The borough has enjoyed good employment levels and the Council has stimulated the housing market by practical considerations such as space standards and a quality agenda across new housing developments. The Council has also provided actual financial investment in schemes intended to make the borough a good place to live with fantastic leisure opportunities coupled with vibrant town centres.
42. These investments are the cornerstone to our financial stability and allow the council to move towards financial self-sufficiency and not be reliant on

diminishing Revenue Support Grant or higher Council Tax increases. It will be necessary to maintain momentum on our income generating investments and schemes to ensure the reinvested income is sustained and maximised where appropriate, as would be the case in the commercial business world.

43. The officer structure in place to support this has enabled the foundations to be established, as the 'business' matures and as we take advantage of opportunities we must be mindful of risk exposure, a natural consequence of government reducing its funding support we need to ensure we are appropriately structured to ensure effective and appropriate resource, skills and knowledge are available to sustain and grow in a 'commercial' way.
44. The sustainment of our commercial approach will require a stronger focus on how we are managing our budgets, investment strategy, companies and delivery of strategic projects. It is therefore proposed that the new vacant Director post be a '**Director of Finance and Economy**' with responsibility for the Head of Finance, Head of Housing and the Head of Corporate Property and Projects.
45. Housing is in this directorate as the HRA plays a significant part of the financial management of the council, operates as a business unit to ensure the proper management of the HRA. Also spend within the HRA is significant and its business planning approach focuses on growth and innovative ways to continue to deliver new affordable housing supply and reduce operating costs. These characteristics are complementary to the commercial style we must adopt for resource management.
46. IT is a fundamental service for the council and should sit comfortably in the background of our functionality to operate our services. The importance of IT and its flexibility and availability grows regularly for all services, the collection of money, the accounting and auditing process are crucial and hence this new structure proposes that IT would have more prominence and therefore sits more comfortably under the Head of Finance reporting to the Director of Finance and Economy. HR and Customer service are two significant parts of our services and the IT role that was placed here under the structure change a year ago has the potential to dilute the importance of this area.

### **Consultation Comments Regarding Finance and Economy**

47. The movement of IT away from the HR, Communications, Technology Customer and Services Service was commented upon by a number of consultees. It was also reinforced by the Chief Executive that the IT team provide a good service with little down-time. As Finance is the most significant user in terms of volume of provision, if not in terms of technical complexity, it was felt that this service could best support their transformation agenda. This area was discussed thoroughly within the consultation meetings together with the rationale for the movement (it was

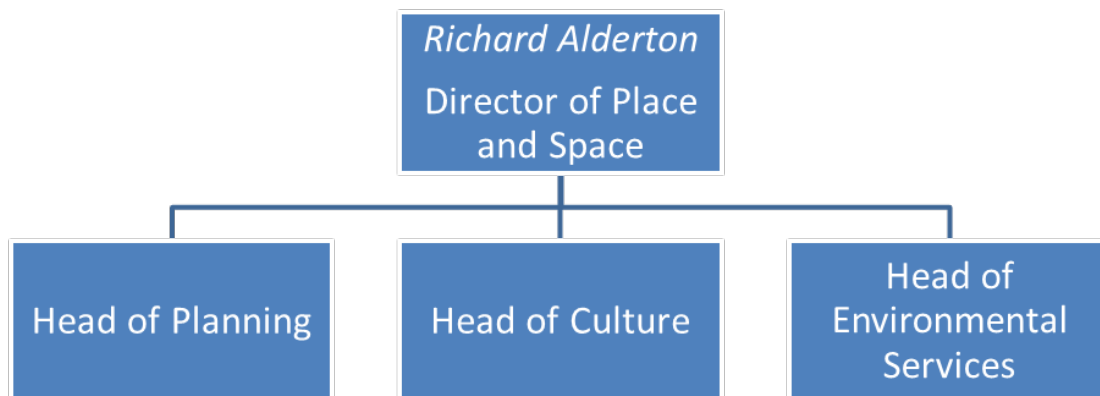
commented that IT could reasonably sit in a number of services or indeed in a service of its own based upon its employment group size). Although it was accepted that the size of the IT team is similar to that of Cultural Service it was felt that the legacy and strategic offerings of these two areas did differ.

48. The size of the Finance service was commented on as being imbalanced particularly in moving IT into an already large service. Additionally, the rationale for moving IT from HR due to its ability to dilute could be argued for the Finance function too. However, IT has a competent senior manager and has synergy with the fundamental traditions of the Finance service, and works with all services of the Council.
49. The concept of dilution of services together with a lack of stability for this department (two service moves within two years) was raised as having a demotivational impact on this team and the Chief Executive positively reiterated the excellent service that the team offered and put forward that the IT function was better suited to the Finance service in light of the number of applications and systems supported.
50. It was commented that the size of the Finance function, including the newly added IT function could negatively impact on potential future recruitment for that post; either for an internal candidate who would be responsible for two differing areas or externally where talent would be scarce when sourcing a dual-functional experience background.
51. It was commented during the consultation process that the 'support' nature of the IT function would be better aligned with other support services and the rationale for moving IT to Finance was not clear. The rationale of having the support functions together was put forward for the movement of customer services to this service in November and it is not clear what has changed since that time. However, the transformation agenda has the potential to drive cross cutting change and IT works across all services as a tool to facilitate change. Its proposed new location is seen as the most appropriate to prevent dilution of the HR and Customer Service focus.
52. The close synergy between customer services and IT was commented upon and comments referred to the Digital Transformation work that has commenced. Although these positive working relationships are noted, together with the achievements attained thus far, the proposed movement of IT to an alternative service should not prevent the cross-working that characterises working life at Ashford Borough Council, as reflected in the proposed Cog Structure Appendix Two. It is additionally noted that these two areas (IT and Customer Services) have only been within the one service for four months and so the proposed structure would not realistically have a detrimental impact.
53. It was commented on by affected employees that Finance and IT typically sit together and so this pairing is not unusual or lacking in synergy. The

synergies between Housing and other services was discussed and although synergies could be seen with other services and therefore directorates the synergies with Finance and Corporate Property were acknowledged.

54. An additional suggestion was made regarding a Chief Financial Officer post to compliment an alternative directorate structure that was also suggested. However this suggestion was not taken forward as it suggested 5 posts in a 'Director Tier' rather than 4 posts; the merits of the proposed structure (at Appendix Two) are seen to outweigh those submitted.
55. Comments were made about the capability of Property Investments and The Chief Executive commented that we had significant property expertise across the organisation and that any additional more specific advice would best be sourced when required.

## Place & Space



56. It is proposed to create a directorate that is wider than the current Development Directorate and call this the Directorate of Place and Space. Planning has a fundamental role in helping to shape the borough both through the local plan and master-planning, as the local planning authority ensuring a good quality for all development in the borough from major strategic sites to smaller local schemes through to one-off simple house extensions.
57. However place is wider than planning; it has been the council's long held ambition that we should be a place people **want** to live, work and visit. The recent transfer of the grounds maintenance service to an in-house operation, the creation of the TCAT team together with fantastic leisure amenities such as Conningbrook Lakes, Spearpoint Pavilion, cycle ways and tourist trails, the council has contributed to making the borough

attractive and appealing to residents and businesses.

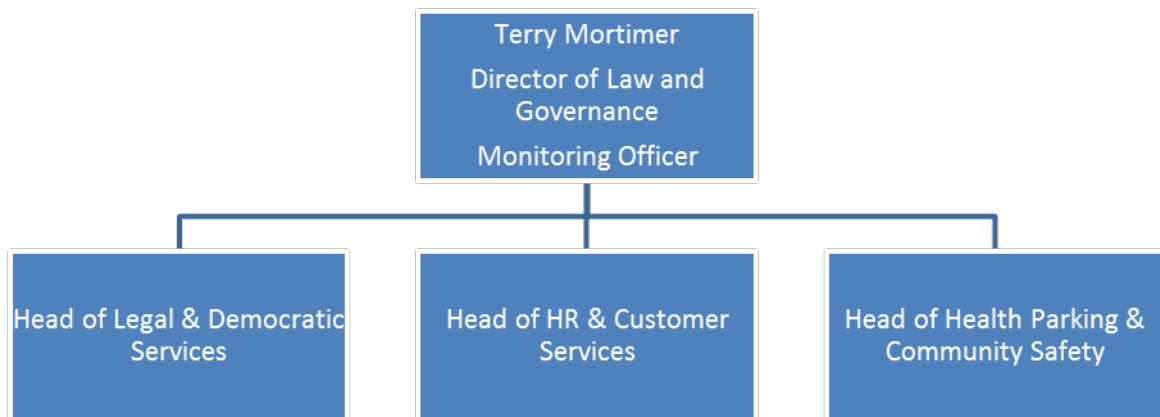
58. The current Development Directorate consists of Planning & Building Control and Cultural Services. It is proposed that Environmental Services moves into this newly focused directorate to complement the other services and provide a fresh focus on the 'place' members would like borough to be.
59. The current Planning Policy Team includes the small team dedicated to economic development activities. Increasingly it has been seen that the work of this team is integral to how the Council frames and shapes its corporate policies. It is therefore proposed that Economic Development move into the Corporate Policy & Performance team to better align their work strategically. It should be noted that the work that this team completes is separate to the work that forms the Finance and Economy Directorate.
60. Having identified capacity difficulties for himself the Director (Planning) is currently reviewing the senior management structure of the planning service following the resignation of one of his team leaders, and will be introducing a Head of Planning role to improve the capacity of the director and enable real operational ownership for the unit as a whole. There has been an interim 'acting up' arrangement as part of a transitional structure and this has shown the need for a dedicated head of service to bring stability and consistent leadership and the officers who have been involved in the acting up arrangements have contributed ideas to how this could work..
61. It was always the intention to have a specific Head of Service role and when the Head of Development Delivery post became vacant it was decided to delete the vacancy to create this Head of Service post. It is intended that we carry out the Head of Service recruitment first as this will determine the long term structure of the unit. There will need to be some immediate and permanent adjustments to cover some of the areas the deleted post has left. This report is seen as an opportunity to consult on these changes. It is proposed that the Head of Development, Strategic Sites and Design spans the management of both Development Control and the Strategic Sites and Design teams on a permanent basis with immediate effect. It will then be necessary to take a subsequent look at the planning unit structure beneath that level on completion of the Head of Service recruitment to ensure that it is fit for purpose and able to deliver services and the corporate priorities.

### **Consultation Comments Regarding Place and Space**

62. The inclusion of the Head of Planning post within a recent appointments committee was questioned when the structure (and post) outlined within this paper was in consultation. However, it was acknowledged that this post had been discussed as imminent from 2017 and its inclusion in this paper reflects prior communications and commitments.

63. Possible confusion between the roles of Head of Service post and the Head of Strategic Sites post was raised during the consultation meeting but felt unlikely.
64. It was commented upon during the consultation meeting (not by those directly affected) that the distribution of work amongst the planning team appeared skewed with the Head of Strategic Site having a greater proportion of work than the Head of Planning Policy. However, the proposed changes were viewed positively by other affected employees.
65. The movement of Environmental Services into this Directorate was remarked on positively with one affected employee describing it as 'eminently sensible', especially bearing in mind links with the deliverables in the Corporate Plan. The synergies in this area are seen to build upon the positive synergies that have been established in the directorate between Culture and Planning.
66. It was commented upon by affected employees that the rotation of the Head of Planning post had been ineffectual and incumbents had insufficient opportunity to have any impact.
67. It was agreed by affected employees that this service required greater stability and leadership and that there was a need for the management structure in this service to be clearly defined. The Chief Executive was very positive about the service provided by Planning and commented specifically on their excellent reputation within the sector.
68. It was commented in the consultation process that a Head of Planning was not required and that the salary associated with this post be used to bolster existing teams through the recruitment of further experienced planning officers. However the argument for a Head of Planning as highlighted above appeared overwhelming.
69. It was commented upon that the close working relationships between economic development and planning would continue regardless of the proposed movement of the Economic Development Team to an alternative service and the importance of our cog diagram as an illustration of our working styles was reiterated.

## Law & Governance



70. This area will be expanded to incorporate Health, Parking and Community Safety (HPC) an important aspect to the work carried out in this service is about enforcing standards be those through food safety inspections, or parking enforcement so there is considerable overlap with the legal services work. However, it is worth reflecting that this service is responsible for a diverse range of services and not just enforcement. Ongoing links with wellbeing and achievements in community safety mean that the service will continue to work with services the newly formed Place and Space Directorate and the Finance and Economy Directorate.
71. Customer service sweeps across all service delivery aspects of the council and with its focus on external stakeholders forms part of our corporate governance framework. While we have front line customer service that deals with face to face, telephone and email enquires all departments have a responsibility for handling our customers, their ongoing engagement or complaint. The role of this team will embrace the corporate approach to customers and work closely with services to ensure customer handling is managed consistently across the departments ensuring there is constant improvement and the focus on reducing complaint handling.
72. The intention is to move Communications (PR, marketing, internal and external coms) from this directorate and place it under the Head of Corporate Policy, Economic Development and Communications reporting direct to the Chief Executive. There is already a very strong focus on communications within the Council across all services which works extremely closely on the political aspects and reputation of the council along with the importance of marketing the economic growth and close engagement with all services including internal communications supporting staff. The COG diagram represents the interrelationship of all services and without doubt the strength of the Communications team now



has a significant impact in that relationship.

73. Legal & Democratic Services will remain largely unchanged although to create the capacity needed at Director level, (especially with a widened portfolio of services) it is proposed that a Head of Legal & Democratic Services be recruited as this post was not created when the current Director was assimilated into his role last year. The Head of Service post was not included in the budget when the last structural changes were made and as a consequence this places an additional £79k pressure on the budget. It will be necessary for the new head of service to review the structure and resourcing of the Legal Service team through a review to deliver circa £80k savings by the beginning of the next financial year. This year a significant level of spend in legal services has been on external advice. We have a vacant new property lawyer post and a senior lawyer has returned from maternity leave so it is anticipated that the savings will be achievable whilst not impacting on the legal team's ability to support the delivery of the corporate plan.

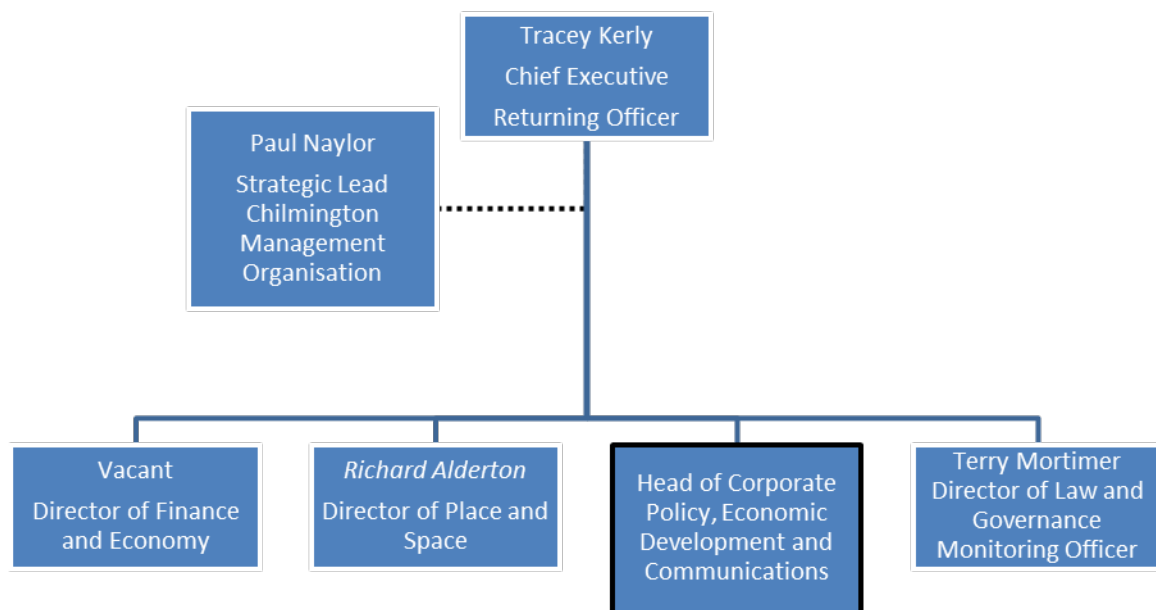
### **Consultation Comments Regarding Law and Governance**

74. Disappointment was expressed regarding the movement of the communications and IT services away from the HR, Communications a Technology and Customers Services Service on the grounds of the strong leadership in this service, the positive relationships that had been formed, the synergies that could be observed, the work that had already been achieved and the potential to achieve more. The Chief Executive reiterated that this was not a performance based decision but rather linked to the synergies between communications and policy and the synergies between IT and Finance.
75. Questions were raised regarding the distinction between the proposed Head of HR and Customer Services Post and the current HR Manager post, although both incumbents and the Chief Executive reflected that the HR agenda was significantly broad to prevent cross-over. Additionally, the Chief Executive indicated her intention to focus this area on the digital agenda, complaint reduction and productive work flows across the organisation.
76. Practical concerns were raised regarding the separation of the communications and HR functions into two different services namely the split of internal communication away from HR and its essential links to employee engagement. There has been a significant amount of positive achievements in employee engagement this year it was felt by the Chief Executive that this would be a clear example of cross functional working and the successful deployment of our cog structure.
77. Concerns were raised during the consultation meetings about the impact the proposed structure would have on internal communication. This is noted and attention will be paid to ensure that positive trends in this area continue.

78. The synergies of services within this Directorate were commented upon and questioned but the principles of law and governance could be seen across each service in this Directorate. The principals of good governance were discussed and it was agreed that good governance was about all the services provided and all interactions with customers and external contacts.
79. The appropriateness of the Head of Legal and Democratic Services was raised, where the Director was to continue as Chief Lawyer and potential confusion over the dilution of roles and responsibilities. The Chief Executive commented that this would be explicit in the job requirements and would be communicated with the team involved.
80. There was a discussion regarding the requirement from the legal professional body (Solicitors Regulatory Authority Practice Framework Rules 2011 Rule 4 and Guidance Note (viii) to rule 4) for the Head or Chief lawyer (employed) to have direct access to the board and to the decision making process (Solicitors Regulatory Authority). This matter was clarified in that the Director will remain as the Head Lawyer and provide the responsibilities required to Cabinet and Council. Any other outstanding issues regarding the responsibilities of the newly created post will be addressed in the confirmation of this job description and in the associated recruitment process.
81. Comments were raised regarding potential confusion regarding job titles externally and internally and specifically regarding confusion with the proposed Head of Lead and Democratic Services and the head / chief lawyer responsibilities (this matter has been dealt with above).
82. It was commented upon that the reduction of fee-earning capacity would be a disbenefit and contrary to recent findings of the Overview and Scrutiny Committee. However, O&S budget task group were there to assess if the Council had a sound budget and whilst they did explore resources and make associated recommendations there is no evidence of poor performance in the delivery of the services of the Council nor is there any particular issues about corporate project delivery.
83. Queries were raised during the consultation meetings regarding this budget pressure and why a fee-earning member of staff was being removed and replaced with a managerial post. However, it should be noted that under the proposed structure there will be additional resources within this team.
84. The introduction of a Director structure had the perceived potential to add a layer of management across the organisation. The Chief Executive commented that this is the result of a cultural change within the organisation and the drive for Ashford to take a more commercial approach to managing the business of a dynamic organisation responding to a moving agenda for the delivery of public services.

85. Questions were raised regarding the Monitoring Officer post and it was confirmed that there is no statutory requirement for this post to be held by a qualified lawyer.
86. Questions were raised about tier posts within this team, namely if the introduction of additional tier in this team represented a demotion to those who reported into the Director post. No evidence can be seen of any demotion to these posts; namely there is no proposed change to the grade, remuneration, duties, responsibilities or ability to carry out the post for these affected employees. Moreover the phraseology of 'tier' manager is not common in the organisation and the Chief Executive believes that at Ashford, ours is a flat and open structure more focused on deliverables and cross-functional working than on tiers and bureaucratic management.
87. A point was made regarding the definition of a Deputy Chief Officer as defined in the Local Government and Housing Act 1989. However, it is reiterated that there are no proposed changes to affected employees terms and conditions of employment, other than those expressly indicated and therefore no implied loss of status or demotion via the introduction of the proposed structure.
88. A reduction in resources within the legal services team was highlighted as a concern during the consultation process and the Chief Executive reassured that there would still be an additional post coming into this service. Additionally, the service review which the new head of service would be required to complete would enable consideration of the planned requirements of the service and where the delivery pressures were. It is noted that the requirement for this review and a proposed change in the structure in this area was question however this continues to be part of the proposals due to its perceived requirement.
89. An alternative suggestion was put forward during the consultation process of the senior members of staff in the legal team taking on some of the responsibility of the Director post or grouping the service into two teams thereby enabling the time to focus on the strategic. The Chief Executive felt that this approach was similar to the rotation of the Head of Service in Planning which had not been successful and therefore did not wish to pursue this suggestion.
90. During the consultation meetings and communications received issues were raised regarding office moves but these were not addressed as they had already been discussed in previous meetings and are not part of this consultation process.
91. Concerns were raised over potential external confusion regarding the posts of Head of Legal and Democratic Services and Director Of Law and Governance. It is felt that any concerns can be addressed via communications from the service directly to their external contacts utilising the new website content management system.

## Chief Executive



92. The Chief Executive will assume responsibility for a widened policy and performance function to also include Economic Development, Communications and Design with a new Head of Service post created. This will be a significant change to the requirements, skills and knowledge for the new post. It will therefore be necessary to place the Policy and Performance Manager 'at risk' of redundancy whilst consultation is undertaken to determine whether this widened role is a suitable alternative post. The Council's Managing Redundancy and Organisational Change policy and procedure will be adhered to in relation to this area.
93. Returning Officer duties will also transfer to the Chief Executive, the Director of Law & Governance has been carrying out this role on a temporary basis. Traditionally the Chief Executive has carried out this role but the interim arrangements did not allow sufficient capacity for this responsibility to sit with the Chief Executive (seven direct reports). The structural changes proposed in this paper will give the Chief Executive capacity to take on this responsibility (five direct reports). Changes in Returning Officer duties are not proposed until after the completion of the May elections.

## Consultation Comments

94. The positive synergies between communications, policy and economic development were noted by the affected employees as was the strategic focus on these areas.

## Financial Implications

Current budget of affected management structure	Assumed budget of proposed management structure	Budget Pressure
£1,487,829	£1,567,000	£80,190

95. The significant cost associated with this structure is the creation of the Head of Legal & Democratic Services post. This places an additional £80k pressure on the budget. It will be necessary for the new head of service to review the structure and resourcing of the Legal Service through a review to deliver circa £80k savings by the beginning of the next financial year. This year a significant level of spend in legal services has been on external advice. We have a vacant new property lawyer post and a senior lawyer has returned from maternity leave so it is anticipated that the savings will be achievable whilst not impacting the legal team's ability to support the delivery of the corporate plan.
96. Other consequential adjustments are as a result of regradings due to adjustments to roles and removal of honoraria payments that reflect temporary acting up arrangements.
97. In the current budget the vacant Director of Operations post is still in budget as this post was being held as part of the secondment arrangements for the Interim Chief Executive.
98. There will be three, possibly four vacant posts that will be advertised externally. Approximate costs of recruitment advertisements will be circa £10k-£15k if advertised together. It may be necessary to appoint a specialist recruitment consultant to deal with all four posts and costs of recruitment could be approximately 30% of salary costs.
99. There is one potential redundancy as a consequence of these changes, the total costs associated with this are detailed in Exempt Appendix 5.

## Consultation Comments regarding Chief Executive (structure proposals)

100. During the consultation meetings questions were raised regarding the perceived different treatment for the posts of the Corporate Policy and Performance Manager and the posts of the Communications Officer and the Economic Development Manager post. However, the proposal regarding the deletion of the Corporate Policy and Performance Manager is around widening the current duties of this post, it is not proposed that the duties of the afore mentioned posts are altered or widened. It is proposed that the expanded post of the Corporate Policy and Performance Manager is such that it forms a new post and the existing post deleted from the establishment.

## **Handling**

101. It is proposed that all vacant Head of Service and Director posts are advertised internally and externally at the same time. While there are some excellent potential internal candidates, there has been a lot of internal appointments to the current senior team and it feels appropriate to test the market externally to establish if there are candidates externally who could bring additional skills new ideas and experience. Passive, external candidates will also be sought for each post via a direct approach to thoroughly test the market and to be consistent with practices used for the Head of Environmental Services post. All posts at this level will be handled through the Appointments Committee in accordance with our constitution. Appointments will be made following a fair and objective selection process.
102. During the consultation meetings it was commented that this type of handling had not happened consistently in recent years and this was acknowledged.
103. During the consultation meetings it was confirmed that where referred to positions were filled internally the vacant post would be backfilled.
104. Generic job descriptions will be referred to initially for the Director and Head of Services posts although full details of these proposed job descriptions will be completed following further discussion which have been proposed. The Directors will have a key role in the production of their job descriptions.
105. Once these changes have been implemented it will be necessary for the HR team to undertake a review of succession planning risks that will inform future learning and development programmes as well as feed into individual and service objectives.

## **Further Consultation**

106. As is demonstrated these proposed changes have been through a programme of consultation involving both affected employees and Unison.
107. Further Consultation has taken place via the Joint Consultative Committee (JCC) and with Staff Side representatives to ensure the views of all those affected are able to be put forward and taken into account in the final version of this report.
108. The JCC have considered this report on 16 March 2017 and the overall feedback to the report and the consultation process was positive. Some minor amendments to the report were suggested and have been incorporated above. The JCC was satisfied that a fair consultation process had been followed and recommended that the report be considered by Cabinet.

Consultation timetable and process	
Unison and JCC reps briefed	w/c 30 January
Formal consultation commenced 1:1 meetings	w/c 6 February
Initial feedback requested	17 February
Second consultation meetings	w/c 20 February
Joint Consultative Committee	16 March
Cabinet	6 April
Council (for any pension implications)	20 April
Implementation Dates	May 2017 (introduction of new structure) July 2017 proposed deletion of posts Appointment to new posts following selection processes

109. The job descriptions of affected employees will need to be considered following completion of the consultation process to ensure that any required amendments, associated with the proposed structural changes, are reflected and further consultation could take place if required, a draft Head Of Service Job Description is featured at Appendix 4.

### **Other Options Considered and Avoiding the Proposal to Delete Posts**

110. A range of options have been considered leading up to this consultation including the 'do nothing' option. The key goal of ensuring the structure is able to sustain the council's progress in a commercial and effective way were the key consideration.
111. During consultation other options have been considered are outlined within the body of this report.

### **Retention**

112. Employees at risk of redundancy and under notice of redundancy will be able to refer to The Retention Of Employees During A Business Change Process, 12th August 2010 document. When an employee is placed at risk of redundancy they will be invited to complete a skills audit to enable them to be matched to suitable alternative employment elsewhere in the Council. Full information regarding retention can be found in the afore mentioned document.

### **Additional Measures**

113. Approaches will be made to other local authorities regarding any suitable vacancies that are available locally.

114. If selected for redundancy, employees will be provided with tailored support to find new employment as referred to within the Managing Redundancy and Organisational Change Policy.
115. Alongside redeployment options, our internal recruitment process will advertise all vacancies that are available and all staff are invited to apply in the normal way.

### **Risk Assessment**

116. A deletion in a post may mean losing key skills and experience within the Authority and could impact adversely upon resilience. However the new proposed structure seeks to align service areas in order to address this.

### **Other Implications**

117. During the consultation process comments were made regarding the Portfolio Holders structure and that Portfolio Holders' remits will span across Directorates and Services.

### **Conclusions**

118. These proposals are intended to provide ongoing resilience and stability to the organisation whilst ensuring the themes of the corporate plan are appropriately resourced and focused on. Once implemented it will provide sufficient capacity at senior level and underpin the cross service working that has proved to be key to ABC's recent successes.
119. The affected employees are a highly professional and dedicated group of senior employees and, during the consultation process, it was commented on that this group could be relied upon to deliver their service objectives using the support of each other and working together as a team, regardless of the formal structure that was ultimately determined.

### **Portfolio Holder's Views**

120. This new organisation structure will, I am sure, meet the Cabinet's wish to strengthen the organisation at principal officer level. I invite the whole Administration to endorse this new structure, with the Chief Executive being supported by the three Directors, who will provide the strategic direction, and by the respective Heads of Service.

There is a need to continue to encouraging inward investment, support our tourism, securing meaningful income streams, all in support of creating a vibrant and exciting Ashford. An Ashford that is economically secure for the long term future. Our policies and operating culture must be soundly based and yet flexible enough to be decisive when the need arises.



This is a structure that both myself and the Chief Executive believe can best deliver these aims and objectives of our Council, in terms of effective service delivery, promotion of the commercial agenda and the creation of a vibrant and prosperous Ashford.

Clearly this new structure will, as always, be subject to review and adaptation, to cater for any changing dynamics or circumstances that may emerge in the light of experience over time."

**Contact:** Tracey Kerly, Chief Executive

**Email:** [tracey.kerly@ashford.gov.uk](mailto:tracey.kerly@ashford.gov.uk)

# Equality Impact Assessment

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1. An Equality Impact Assessment (EIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in its decision-making. Although there is no legal duty to produce an EIA, the Council must have **due regard** to the equality duty and an EIA is recognised as the best method of fulfilling that duty. It can assist the Council in making a judgment as to whether a policy or other decision will have unintended negative consequences for certain people and help maximise the positive impacts of policy change. An EIA can lead to one of four consequences:

- (a) No major change – the policy or other decision is robust with no potential for discrimination or adverse impact. Opportunities to promote equality have been taken;
- (b) Adjust the policy or decision to remove barriers or better promote equality as identified in the EIA;
- (c) Continue the policy – if the EIA identifies potential for adverse impact, set out compelling justification for continuing;
- (d) Stop and remove the policy where actual or potential unlawful discrimination is identified.

## Public sector equality duty

2. The Equality Act 2010 places a duty on the council, when exercising public functions, to have due regard to the need to:

- (a) Eliminate discrimination, harassment and victimisation;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it (ie tackling prejudice and promoting understanding between people from different groups).

3. These are known as the three aims of the general equality duty.

## Protected characteristics

4. The Equality Act 2010 sets out nine protected characteristics for the purpose of the equality duty:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership\*
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

\*For marriage and civil partnership, only the first aim of the duty applies in relation to employment.

## Due regard

5. Having 'due regard' is about using good equality information and analysis at the right time as part of decision-making procedures.

6. To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations. This can involve:

- removing or minimising disadvantages suffered by people due to their protected characteristics.
- taking steps to meet the needs of people with certain protected characteristics when these are different from the needs of other people.
- encouraging people with certain protected characteristics to participate in public life or in other activities where it is disproportionately low.

7. How much regard is 'due' will depend on the circumstances. The greater the potential impact, the higher the regard required by the duty. Examples of functions and decisions likely to engage the duty include: policy decisions, budget decisions, public appointments, service provision, statutory discretion, decisions on individuals, employing staff and procurement of goods and services.
  8. In terms of timing:
    - Having 'due regard' should be considered at the inception of any decision or proposed policy or service development or change.
    - Due regard should be considered throughout development of a decision. Notes shall be taken and kept on file as to how due regard has been had to the equality duty in research, meetings, project teams, consultations etc.
    - The completion of the EIA is a way of effectively summarising this and it should inform final decision-making.
- The duty is a non-delegable one. The duty will always remain the responsibility of the public authority.
  - The duty is a continuing one so that it needs to be considered not only when a policy, for example, is being developed and agreed but also when it is implemented.
  - It is good practice for those exercising public functions to keep an accurate record showing that they have actually considered the general duty and pondered relevant questions. Proper record keeping encourages transparency and will discipline those carrying out the relevant function to undertake the duty conscientiously.
  - A public authority will need to consider whether it has sufficient information to assess the effects of the policy, or the way a function is being carried out, on the aims set out in the general equality duty.
  - A public authority cannot avoid complying with the duty by claiming that it does not have enough resources to do so.

### Case law principles

9. A number of principles have been established by the courts in relation to the equality duty and due regard:
  - Decision-makers in public authorities must be aware of their duty to have 'due regard' to the equality duty and so EIA's must be attached to any relevant committee reports.
  - Due regard is fulfilled before and at the time a particular policy is under consideration as well as at the time a decision is taken. Due regard involves a conscious approach and state of mind.
- A public authority cannot satisfy the duty by justifying a decision after it has been taken.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

The Equality and Human Rights Commission has produced helpful guidance on "Meeting the Equality Duty in Policy and Decision-Making" (October 2014). It is available on the following link and report authors should read and follow this when developing or reporting on proposals for policy or service development or change and other decisions likely to engage the equality duty. [Equality Duty in decision-making](#)

<b>Lead officer:</b>	Tracey Kerly
<b>Decision maker:</b>	Cabinet/ Full Council
<b>Decision:</b> <ul style="list-style-type: none"> <li>• Policy, project, service, contract</li> <li>• Review, change, new, stop</li> </ul>	Review of Senior Management Structure
<b>Date of decision:</b> The date when the final decision is made. The EIA must be complete before this point and inform the final decision.	6 <sup>th</sup> April 2017
<b>Summary of the proposed decision:</b> <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Key actions</li> <li>• Expected outcomes</li> <li>• Who will be affected and how?</li> <li>• How many people will be affected?</li> </ul>	<p>Following previous cabinet papers in October 2015, changes in February 2016 and conclusions to East Kent merger discussions in 2017, a revised senior management structure is proposed for Ashford Borough Council.</p> <p>The proposed structure seeks to further enhance cross functional working, improve resilience, increase capacity at senior levels and improve the drive for the authority to take a more commercial approach in the delivery of public services.</p>
<b>Information and research:</b> <ul style="list-style-type: none"> <li>• Outline the information and research that has informed the decision.</li> <li>• Include sources and key findings.</li> </ul>	The review follows on from the East Kent Merger discussions in 2017..
<b>Consultation:</b> <ul style="list-style-type: none"> <li>• What specific consultation has occurred on this decision?</li> <li>• What were the results of the consultation?</li> <li>• Did the consultation analysis reveal any difference in views across the protected characteristics?</li> <li>• What conclusions can be drawn from the analysis on how the decision will affect people with different protected characteristics?</li> </ul>	<p>There has been a large consultation exercise with staff, including informal consultation and formal consultation.</p> <p>A consultation paper was produced and discussed with affected individuals. Formal one to one consultation meetings were also held with staff primarily affected in the review. Staff who were considered to be additionally affected were also consulted with.</p> <p>The results of the consultation were submitted to JCC <b>on 16<sup>th</sup> March 2017</b></p> <p>Although the proposals will affect staff who may be considered to have a protected characteristic, steps have been taken to ensure that all staff have the relevant support and advice including representation from unions or Staff Side Representatives, access to information about the support line available for all staff. Anyone affected by the proposals was advised of their right to have representation throughout the process.</p> <p>Our Managing Redundancy and Organisational Change policy has been followed and adhered to.</p>

Unison and JCC staff side have been involved and consulted with throughout the process.  
Staff have been provided with information regarding additional sources of support including ACAS, Unison, Staff side and our Employee Assistance Helpline.

**Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.**

When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

<b>Protected characteristic</b>	<b>Relevance to Decision</b> High/Medium/Low/None	<b>Impact of Decision</b> <b>Positive</b> (Major/Minor) <b>Negative</b> (Major/Minor) <b>Neutral</b>
<u>AGE</u> Elderly	None	Neutral
Middle age	None	Neutral
Young adult	None	Neutral
Children	None	Neutral
<u>DISABILITY</u> Physical	None	Neutral
Mental	None	Neutral
Sensory	None	Neutral
<u>GENDER RE-ASSIGNMENT</u>	None	Neutral
<u>MARRIAGE/CIVIL PARTNERSHIP</u>	None	Neutral
<u>PREGNANCY/MATERNITY</u>	None	Neutral
<u>RACE</u>	None	Neutral
<u>RELIGION OR BELIEF</u>	None	Neutral
<u>SEX</u> Men	None	Neutral
Women	None	Neutral
<u>SEXUAL ORIENTATION</u>	None	Neutral

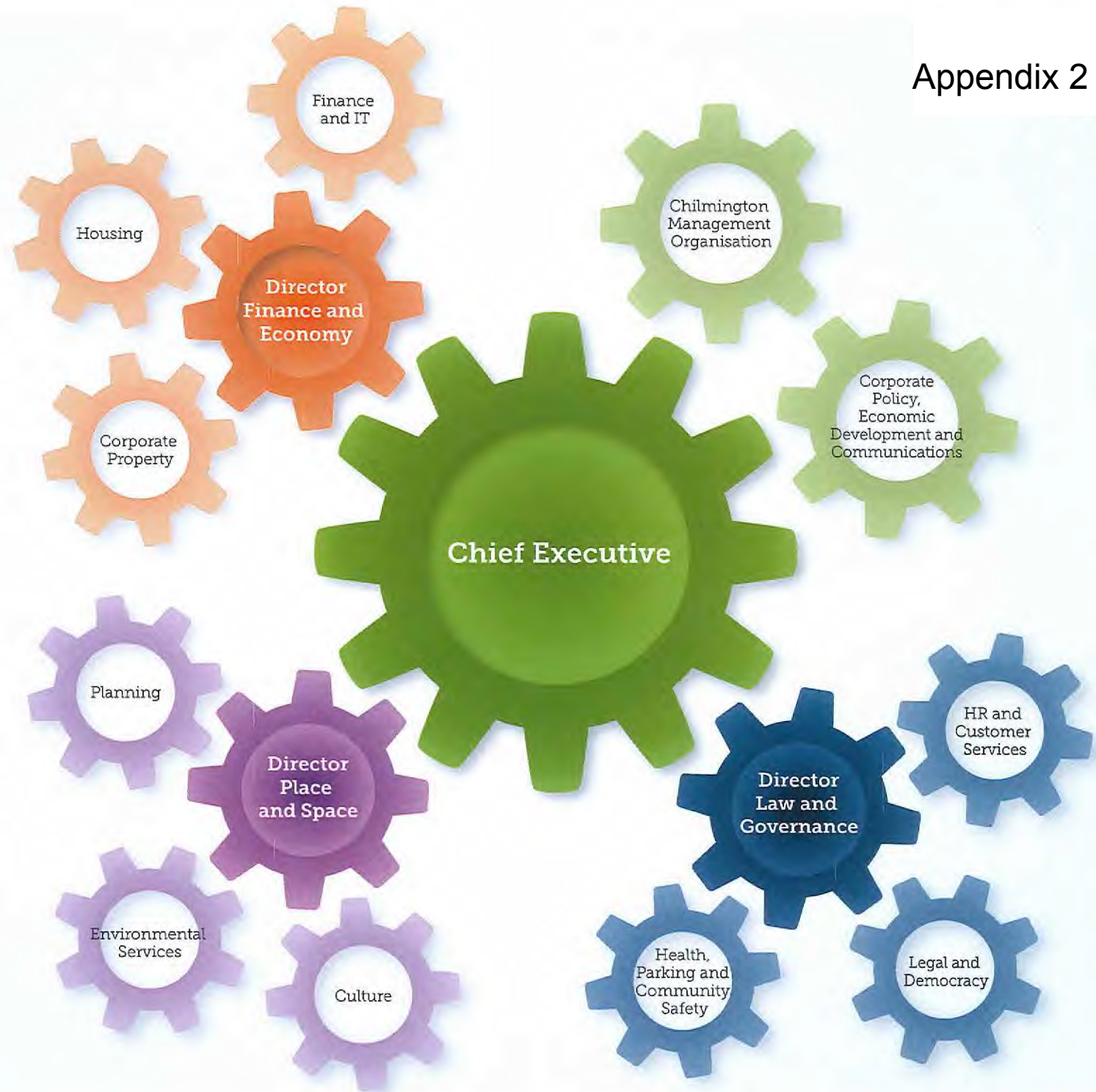
<p><b>Mitigating negative impact:</b> Where any negative impact has been identified, outline the measures taken to mitigate against it.</p>	<p>Consideration has been given to mitigating any negative impact via the following measures; (1) consultation has taken place with affected employees via one to one consultation meetings, (2) additional time frames have been built into the process with regard to meeting lengths, preparation time and response times</p>
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**Is the decision relevant to the aims of the equality duty?**  
Guidance on the aims can be found in the EHRC's [Essential Guide](#), alongside fuller [PSED Technical Guidance](#).

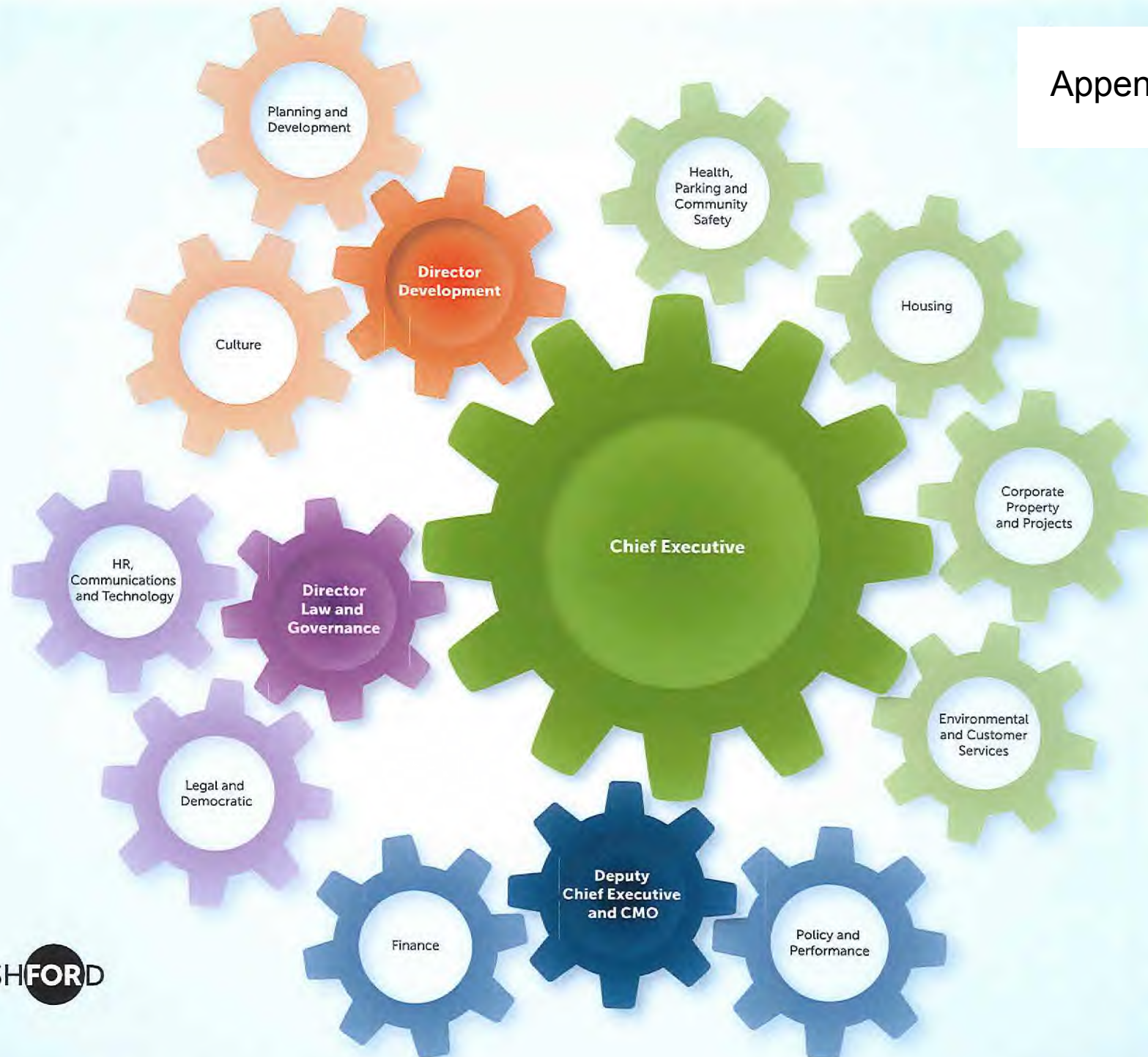
Aim	Yes / No / N/A
1) Eliminate discrimination, harassment and victimisation	yes
2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	yes
3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	N/A

<p><b>Conclusion:</b></p> <ul style="list-style-type: none"> <li>Consider how due regard has been had to the equality duty, from start to finish.</li> <li>There should be no unlawful discrimination arising from the decision (see guidance above).</li> <li>Advise on whether the proposal meets the aims of the equality duty or whether adjustments have been made or need to be made or whether any residual impacts are justified.</li> <li>How will monitoring of the policy, procedure or decision and its implementation be undertaken and reported?</li> </ul>	<p>There is no unlawful discrimination arising as a result of the Review Proposals.</p> <p>Every staff member was given the opportunity for representation throughout the process.</p> <p>Decisions taken were not specifically directed towards those with protected characteristics.</p> <p>Relevant support networks were recommended to individuals throughout the process to ensure that they had access to independent advice and support.</p> <p>Our current Managing Redundancy and Organisational Change policy has been adhered to.</p>
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<b>EIA completion date:</b>	23 <sup>rd</sup> March 2017
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# Appendix 3





## ASHFORD BOROUGH COUNCIL

### JOB DESCRIPTION

<b>JOB TITLE:</b>	Head of
<b>GRADE:</b>	
<b>POST NUMBER:</b>	
<b>SERVICE:</b>	
<b>RESPONSIBLE TO:</b>	
<b>JOB SUMMARY:</b>	<p>To lead a team of technical and professional staff that has responsibility for the delivery of the service.</p> <p>To lead on corporate projects, delivering continuous improvement, creating a vibrant change culture through to implementation.</p>
<b>ROLE REQUIREMENTS:</b>	
1.	To lead and manage a team of technical and professional staff and support them to deliver their services in an effective and efficient way. Ensuring that the local community's needs are identified and responded to appropriately, and that the requirements of statutory duties are fulfilled.
2.	To work in partnership with key stakeholders, and be the council's lead officer on appropriate groups.
3.	Liaise with statutory and voluntary bodies, members, parishes, the community, the commercial sector and other public sector bodies so as to co-ordinate the activities of these organisations and that of the Council.
4.	To keep abreast of and promote all aspects of the service with a view to improving services and facilities and optimising the Council's performance in meeting targets and its effectiveness in serving the needs of the community.
5.	To be responsible for service planning, service development, policy development, budget management and business planning.
6.	To be responsible for monitoring contractor and team performance to ensure quality of products, services provided

	and expenditure.
7.	To be responsible for formal complaints in accordance with the Council's complaint procedure.
8.	To contribute to the team by providing advice and guidance within area of professional knowledge and experience.
9.	Proactively contribute to corporate aims and objectives. Lead and manage the implementation of new corporate initiatives and processes and ensure that appropriate standards are maintained so that the team achieves required outputs.
10.	To ensure that the appropriate portfolio holder(s) are adequately briefed and aware of issues within their portfolio.
11.	To prepare reports for, and attend Cabinet Meetings, Committees, Scrutiny meetings, task groups and working groups.
12.	To be responsible for the marketing and promotion of the service to promote/support interaction with the wider community by developing initiatives to increase openness and accessibility of council services.
13.	To bid for and be responsible for capital funds allocated to project responsibilities and report to the necessary groups on risk, under and overspends
16.	<p><b>Equal Opportunities</b></p> <p>a) To promote equality of opportunity in employment and service provision, and eliminate unlawful discrimination.</p> <p>b) To recognise that people have different abilities to contribute to the Council's goals and performance and to take necessary action to give everyone a chance to contribute and compete on equal terms.</p>
17.	<p><b>Emergency Planning</b></p> <p>a) To participate as required in the Council's Emergency Planning operations including undertaking training and exercising as directed</p> <p>b) To participate in the response to an emergency which may involve duties outside your normal job description and at times outside your contracted hours.</p> <p>c) To participate in the recovery stage following the emergency.</p>
18.	<p><b>Business Continuity</b></p> <p>In the event that an incident has occurred which disrupts the Council's ability to deliver its critical functions, to undertake duties within your competencies in other departments and/or at other locations.</p>

19.	<p><b>Data Protection</b></p> <p>To ensure that data quality and integrity is maintained and that data is processed in accordance with Council policy, the Data Protection Act, the Freedom of Information Act, and other legislation.</p>
20.	<p><b>Health and Safety</b></p> <p>All employees have responsibilities under The Health and Safety at Work Act 1974. These responsibilities are laid out in the Council's Health and Safety Policy, available on the Intranet or from Personnel.</p>
21.	<p><b>Additional Duties</b></p> <p>To undertake any additional duties of a similar level of responsibility as may be required from time to time.</p>
<p><b>OTHER CONDITIONS: Essential Car User</b></p> <p>DATE</p>	

## KEY COMPETENCY AREAS

Ashford Borough Council uses a Competency Framework which describes the behaviours all staff are expected to display when performing their role. These behaviours are an important cornerstone of our recruitment and selection processes as well as our performance management processes.

### LEADING BY EXAMPLE

- Communicate simply and clearly when writing and speaking
- Accept responsibility for own area of work and learn from mistakes
- Be consistent when making decisions and dealing with others
- Welcome ideas and feedback and encourage openness
- Remain calm and composed at times of pressure
- Be positive and enthusiastic with a 'can-do' approach and be proactive, with a willingness to get involved

### WORKING WITH OTHERS

- Treat others with respect and dignity at all times, ensuring that there is no discrimination regardless of background
- Take time in conversations and meetings to listen to other people and consider their opinions
- Provide help willingly, and share own knowledge, time and skills to assist others
- Understand the feelings of others and show tact and empathy
- Be approachable and pleasant to interact with
- Positively engage with others and keep any criticism constructive

### MANAGING OURSELVES

- Inspire trust by demonstrating honesty and integrity
- Manage workloads effectively to prioritise demands and meet deadlines. Use clear and realistic goals broken down into smaller objectives
- Be self motivated and work hard. Use own initiative and require minimal supervision
- Challenge yourself to learn and encourage others to make changes to enhance performance and standards
- Demonstrate self awareness by understanding the impact of our own behaviour on others
- Complete work to the highest standard possible whilst balancing the need to deliver with good attention to detail.

### ACHIEVING OUR GOALS

- Look at options before making a decision and promote acceptance of an appropriate level of risk
- Be flexible and propose, accept and implement change where necessary
- Be brave and use creativity and innovation to solve problems by doing things differently
- Understand the direction of the council and where possible seek to replicate and develop good practice from all other sectors and apply their approach to the day to day role
- Display loyalty and commitment to own role, team priorities and the council as an employer. Be fully focused on delivery
- Be knowledgeable of own service area and have an awareness of the role of other council departments.



## PERSON SPECIFICATION

<b>JOB TITLE:</b>	Head of
<b>POST NUMBER:</b>	
<b>SERVICE:</b>	

	<b>Essential</b>	<b>Desirable</b>
<b>EDUCATION &amp; TRAINING/ QUALIFICATIONS</b>	Educational/vocational qualification at degree level in a Leadership/Management or related technical subject or significant comparable experience.	Membership of relevant professional bodies.
<b>EXPERIENCE</b>	Relevant post qualification experience.  Strong background in contract management, target setting and monitoring.  Preparation and presentation of information in variety of formats.  Experience of Capital and Revenue Budget Management.  Evidence of operating in a commercial environment, developing and achieving business plans.	
<b>SKILLS &amp; KNOWLEDGE</b>	Working knowledge of relevant legislation.  Up to date knowledge of current legislation and good practice in relation to the provision of the service.  Effective interpersonal skills.  Effective leadership skills.	

	<p>Effective project management skills.</p> <p>Understanding of the political organisation of local government.</p> <p>Knowledge of contract procurement processes including contract negotiation.</p>	
<p><b>OTHER REQUIREMENTS</b></p>	<p>Ability to work across professional and organisational boundaries.</p> <p>Ability to adapt and react positively to changing demands and circumstances.</p> <p>Ability to demonstrate a dynamic approach to service delivery, strong commercialism and entrepreneurial acumen.</p>	
<p><b>OTHER ESSENTIAL REQUIREMENTS TO CARRY OUT POST: N/A</b></p>		