

Central  
Bedfordshire  
Council  
Priory House  
Monks Walk  
Chicksands,  
Shefford SG17 5TQ



**TO ALL MEMBERS OF THE APPOINTMENTS SUB-COMMITTEE**

21 February 2013

Dear Councillor

**APPOINTMENTS SUB-COMMITTEE – FRIDAY, 1 MARCH 2013**

Further to the agenda for the above meeting, previously circulated, please find attached the following report which was marked to follow:-

**5. Appointment of Director of Improvement and Corporate Services**

To consider a report setting out a draft list of duties for the post of Director of Improvement and Corporate Services together with person specifications and a timetable for the recruitment process.

Should you have any queries regarding the above please contact me.

Yours sincerely

Leslie Manning  
Committee Services Officer

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**Meeting:** Appointments Sub-Committee  
**Date:** 1 March 2013  
**Subject:** Appointment of Director of Improvement and Corporate Services  
**Report of:** Cllr James Jamieson, Leader of the Council  
**Summary:** The report proposes a job description and person specification to be used in the recruitment of the Director of Improvement and Corporate Services, for ratification. Also a timetable for the process of recruitment and selection.

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**Advising Officer:** Vikki Chapman, Head of HRBPs and Programmes  
**Contact Officer:** Vikki Chapman, Head of HRBPs and Programmes  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** General Purposes Committee

#### **CORPORATE IMPLICATIONS**

**Council Priorities:**

The appointment to this post will support all council priorities.

**Financial:**

1. Appointment to this post is budgeted for in the Council's Medium Term Financial Plan.

**Legal:**

2. The appointment will be carried out according to the Council's constitution and will not breach any relevant legislation.

**Risk Management:**

3. No risks identified.

**Staffing (including Trades Unions):**

4. Not Applicable.

**Equalities/Human Rights:**

5. This post will be responsible corporately for the effective implementation of equalities and human rights policies.

**Public Health**

6. Not applicable

**Community Safety:**

7. Not Applicable.

**Sustainability:**

8. Not Applicable.

**Procurement:**

9. A recruitment partner, Gatenby Sanderson, has been appointed through a competitive process in line with the Council's procurement rules

**RECOMMENDATIONS:**

The Sub-Committee is asked to:

1. **Endorse the attached job description and person specification**
2. **Note the proposed timetable for the recruitment and selection process**

**Job Description and Person Specification**

10. A draft job description and person specification for the post is attached at Appendix A. The Sub-Committee is asked to ratify the job description and person specification for use in the recruitment process.

**Recruitment Timetable**

11. In consultation with various stakeholders and taking account of other diarised meetings, it is proposed that the recruitment timetable will be as follows:

Dates	What	Comments
03/03	Advert appears in Sunday Times	
07/03	Advert appears in Municipal Journal	
22/03	Closing date for applications	
<b>28/03</b>	<b>Appointments Sub-Committee long listing</b>	Cllr Hollick unavailable
8/04 – 12/04	Long listed candidates are interviewed and tested, and meet (informally) the Leader and Chief Executive	
<b>15/04</b>	<b>Appointments Sub-Committee short listing</b> <b>9am – 10am</b>	In view of timescales, short listing reports to be tabled
<b>25/04</b>	<b>Appointments Sub-Committee interviews and agrees successful candidate</b> <b>9am to 1 pm</b>	PF/MT to be moved to 3pm
26/04 – 29/04	Executive notification process	Will proceed to offer if there are no well founded objections
30/04	Offer of appointment made	

**Appendices:**

Appendix A – Draft job description and person specification

**Background Papers:** (open to public inspection)

None

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## HAY Job description

JOB TITLE:	Director: Improvement and Corporate Services
DIRECTORATE:	Improvement & Corporate Services
GRADE:	Director
DATE PREPARED:	November 2012

REPORTS TO:	Chief Executive
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## JOB PURPOSE:

To support the Chief Executive and Corporate Management Team to develop and deliver the organisation strategies which enable the Council to deliver its objectives, focusing in particular on delivering great customer experience, realising the potential of Central Bedfordshire as a place, and developing a 'can do' and commercial culture.

To give strategic leadership to the Council's corporate support services, creating a culture and processes that deliver service excellence and enable efficiency and innovation across the Council

## MAIN ACCOUNTABILITIES:

Work with the Chief Executive, Corporate Management Team and elected Members to develop programmes of work, frameworks and systems which enable delivery of the Council's ambitions and improve the capability of the whole organisation.

Provide leadership to major change programmes and the Council's corporate services.

Communicate vision and strategy to employees, Members and other stakeholders, and secure enthusiasm and engagement.

Provide effective leadership of major programmes designed to secure and sustain changes in culture and systems and support the Council's development. .

Working with the Chief Executive and wider management team, take ownership of the development of the organisation.

Embed customer focus within all activity, delivering service improvements and a truly customer focussed organisation.

Appendix A

Ensure all Corporate Services are aligned with and deliver Medium Term Plan objectives.

Effectively manage the human, physical and financial resources of the Directorate to achieve value for money and effectiveness.

Build, manage and maintain effective relationships with key external stakeholders in order to deliver defined outcomes for the Council and the people it serves. Where appropriate, represent the Council at external events or in external fora.

Ensure all direct reports are provided with appropriate support and challenge to enable them to provide effective leadership to their service areas and enable the deliver of high performing teams.

KEY DECISIONS MADE:

Examples of decisions the role holder would take include:

- Working with very senior stakeholders to shape and articulate organisational strategy
- Taking decisions to build strategic partnerships
- Recommending new delivery models

CONTACTS:

- Elected Members
- Chief Executive
- Other Directors and staff members internally
- Senior officials in other bodies in Central Bedfordshire, and others, as required, on a regional and national basis
- Senior officials in Central Government
- Private sector partners and service providers

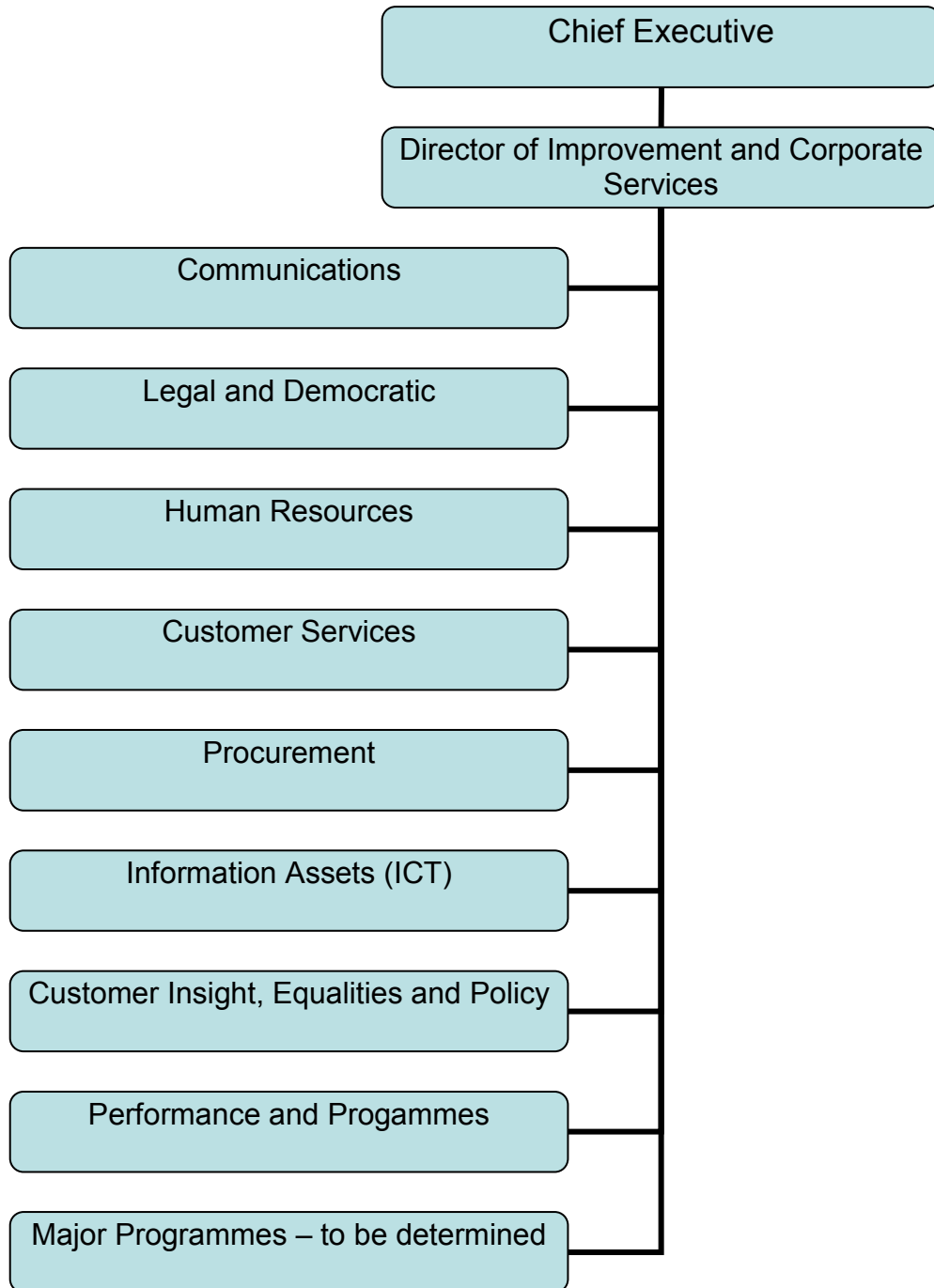
RESOURCE CONTROLLED:

To be confirmed



Appendix A

ORGANISATION CHART:



Note – the portfolio of services under the management of this post may be expanded or reduced as the organisation develops and new priorities emerge

Appendix A

PERSON SPECIFICATION

	Essential Criteria	Desirable Criteria
1. Qualifications	<p>Educated to degree level or equivalent relevant experience</p> <p>Evidence of continuous professional development</p>	<p>Post Graduate level or equivalent in business management skills</p>
2. Relevant Experience	<p>Experience in programme management leading to a clear, measurable and embedded service delivery/organisational improvement.</p> <p>Experience in a senior leadership position, managing large, complex budgets and developing strategies to deliver value for money.</p> <p>Strong background in leading teams and services through rapid change working within challenging resource constraints to enable the achievement of agreed outcomes</p> <p>Experience of process improvement to achieve better outcomes for customers, engaging staff in the delivery of improvements</p> <p>Experience of making use of a wide range of levers for Organisation Development to achieve sustainable organisational change</p> <p>Experience of working across organisational boundaries in partnership in order to deliver corporate projects and objectives.</p> <p>Experience in contract management, maximising service performance and value for money. Experience of a range of service delivery models.</p>	<p>Experience and expertise in at least two of the following specialisms</p> <ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Organisation Development</li> <li>• Legal services</li> <li>• Procurement</li> <li>• ICT</li> <li>• Communications</li> </ul> <p>Experience of advising elected Members or Board members at the most senior level</p> <p>Experience of achieving 'turnaround' or recovery of failing services and thereafter long terms and sustainable improvement</p>
3. Skills, Abilities and Knowledge	<p>Demonstrable leadership skills that result in material service improvements</p> <p>Commerical 'nous' – seeing and exploiting opportunities to create value</p> <p>Translate concepts into workable plans of action that lead to tangible results</p> <p>Highly developed communication skills, and the ability to influence and build and maintain relationships with</p>	

Appendix A

	<p>senior stakeholders, commanding credibility across the organisation. Persuasive. A great presenter of complex issues in engaging and simple ways.</p> <p>Able to articulate vision and strategy clearly and in a way that generates commitment</p> <p>Detailed knowledge of the range of organisation development interventions or systems that are available and in depth experience of using them effectively</p> <p>Ability to see beyond functional responsibilities and support the effective development of organisation wide strategy and ways of working</p> <p>Ability to successfully deliver large scale business change programmes resulting in measurable and embedded improvements in service delivery and performance.</p> <p>Ability to assess risk tolerance and take appropriate and decisive mitigating action where necessary.</p>	
<p>4. Style and Behaviour</p>	<p>Performance and results focussed, orientated to action to deliver and able to harness talent and capability throughout the organisation to achieve.</p> <p>An overriding focus on delivery, an ability to work through apparent barriers to achieve tangible outcomes</p> <p>Lives the values to which the Council works and models the associated behaviour</p> <p>A leader of people with clear vision (and ability to effectively communicate that vision)</p> <p>Highly motivated and driven to achieve challenging objectives</p> <p>Ability to work as part of a team, and to encourage, support and provide challenge to others as is appropriate</p> <p>Sound organisational awareness, and an understanding of how to deliver outcomes through a complex organisation</p>	

Appendix A

	<p>Works in a way which promotes joined up working and continuous improvement</p> <p>Promote equality and inclusion through own behaviour, employment practices and policy initiatives</p>	
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Appendix A

<p><b>CRB Disclosure Required</b> (Please indicate the legal reason enabling the Council to obtain a CRB disclosure– if in doubt discuss with HR)</p>	<input checked="" type="checkbox"/> Not required
	<p><b>Regulated or Controlled Activity (Safeguarding Vulnerable Groups Act 2006): Enhanced Check</b></p>
	<input type="checkbox"/> 'Regulated Activity': (care <u>or</u> teaching <u>or</u> training <u>or</u> advice <u>or</u> treatment <u>or</u> transport of children <u>or</u> vulnerable adults <sup>1</sup> )
	<input type="checkbox"/> 'Regulated Setting': (any other work in a school <u>or</u> children's centre <u>or</u> children's home or adult care home)
	<input type="checkbox"/> 'Regulated Activity': (Working in a Fostering <u>or</u> Adoption Agency)
	<input type="checkbox"/> 'Regulated Activity': (Access to ContactPoint)
	<input type="checkbox"/> 'Controlled Activity': (Other opportunity for contact with children <u>or</u> vulnerable adults <sup>1</sup> <u>or</u> access to personal social care records <u>or</u> arranging direct payments)
	<input type="checkbox"/> 'Regulated Activity' Specified Position <sup>2</sup> : (Chief Executive <u>or</u> Director of Children's Services <u>or</u> Adult Social Care)
	<p><b>Other:</b></p>
	<input type="checkbox"/> Registered health professional (Enhanced Check)
	<input type="checkbox"/> Officer empowered to execute magistrate's warrants (Standard Check)
	<input type="checkbox"/> Solicitor or Legal Executive (Standard Check)
	<input type="checkbox"/> Chartered or Certified Accountant (Standard Check)
	<input type="checkbox"/> Other – please identify the relevant legislation
<p><b>Work Related Travel</b> (Please indicate as appropriate)</p>	<input type="checkbox"/> Not required <input type="checkbox"/> Ability to travel around the county
<p><b>Health &amp; Safety Risk Assessment</b> (Please indicate which are applicable)</p>	<input type="checkbox"/> Manual Handling activities <input type="checkbox"/> Regular exposure to mental pressures and demands <input type="checkbox"/> Visual Display Equipment – regular use <input type="checkbox"/> Exposure to substances hazard to health <input type="checkbox"/> Exposure to infection <input type="checkbox"/> Risk of verbal abuse <input type="checkbox"/> Risk of physical assault <input type="checkbox"/> Working alone <input type="checkbox"/> Adverse environmental conditions <input type="checkbox"/> Use of dangerous machinery <input type="checkbox"/> Driving PSV/HGV vehicles

<sup>1</sup> defined as adults in receipt of special services because of their identified vulnerability

<sup>2</sup> as identified in Safeguarding Vulnerable Groups Act 2006

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