

Restructuring Implementation Committee

Date: Wednesday 6th December 2023

Time: 1.00 pm

Venue: Kaposvar Room - Guildhall, Bath

Councillor Kevin Guy
Councillor Robin Moss
Councillor Shaun Hughes
Councillor Joanna Wright
Councillor Tim Warren CBE

Chief Executive and other appropriate officers
Press and Public



NOTES:

1. **Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. **Recording at Meetings:-**

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control. Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators. We request that those filming/recording meetings avoid filming public seating areas, children, vulnerable people etc; however, the Council cannot guarantee this will happen.

The Council will broadcast the images and sounds live via the internet www.bathnes.gov.uk/webcast. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. **Public Speaking at Meetings**

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group.

Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.

Further details of the scheme can be found at:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

5. **Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

6. **Supplementary information for meetings**

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Jo Morrison

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Restructuring Implementation Committee - Wednesday 6th December 2023

at 1.00 pm in the Kaposvar Room - Guildhall, Bath

A G E N D A

1. APOLOGIES FOR ABSENCE

2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 5.

3. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting.

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is a **disclosable pecuniary interest** or an **other interest** (as defined in Part 4.4 Appendix B of the Code of Conduct and Rules for Registration of Interests).

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

4. URGENT BUSINESS

5. MINUTES OF PREVIOUS MEETING - 9TH OCTOBER 2023 (Pages 7 - 8)

6. QUESTIONS AND STATEMENTS

7. EXCLUSION OF THE PUBLIC

The Committee is invited to pass the following resolution;

That, having been satisfied that the public interest test would be better served by not disclosing relevant information, and in accordance with the provisions of Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business because of the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Scheduled 12A for the Act as amended.

8. EXECUTIVE DIRECTORS' CONFIRMATORY APPOINTMENTS (Pages 9 - 32)

The Committee Administrator for this meeting is Jo Morrison who can be contacted on 01225 394358.

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BATH AND NORTH EAST SOMERSET

RESTRUCTURING IMPLEMENTATION COMMITTEE

Monday 9th October 2023

Present:- Councillors Kevin Guy, Shaun Hughes, Joanna Wright and Tim Warren CBE

Also in attendance: Will Godfrey, Chief Executive

40 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Robin Moss.

41 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the Emergency Evacuation Procedure.

42 DECLARATIONS OF INTEREST

There were no declarations of interest.

43 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

There was no urgent business.

44 MINUTES OF PREVIOUS MEETING

RESOLVED that minutes of the meeting 4 August (adjourned and reconvened on 18 August) be confirmed as a correct record and signed by the Chair.

45 QUESTIONS AND STATEMENTS

There were no questions or statements.

46 SENIOR MANAGEMENT RESTRUCTURE

The Chief Executive introduced the report which sought the Committee's approval to review and restructure the Strategic Leadership Team posts that report directly to the Chief Executive.

RESOLVED (unanimously) that the Chief Executive be given delegated authority to review and restructure the Strategic Leadership Team as set out in the report with the current four Director posts reporting to the Chief Executive being reduced to three posts with effect from 1 December 2023.

The meeting ended at 4.11 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council	
MEETING: Restructuring Implementation Committee	AGENDA ITEM NUMBER
DATE: 6th December 2023	
TITLE: Executive Directors Confirmatory Appointments	
WARD: ALL	
REPORT OF CHIEF EXECUTIVE	

1 THE ISSUE

1.1 To seek the Committee's recommendation to Council for the appointment of three Executive Directors.

2 RECOMMENDATION

2.1 That the Chief Executive be given delegated authority on behalf of the RIC to confirm the appointments to the posts of Executive Director – Chief Operating Officer, Executive Director of Sustainable Communities and Executive Director of Resources (S151).

3 FINANCIAL IMPLICATIONS

3.1 The posts are being appointed to as part of an internal Senior Management restructure so there are no financial implications.

4 THE REPORT

4.1 At the RIC held on 9th October 2023, the Chief Executive was given delegated authority to review and restructure the Strategic Leadership Team from four Director posts that report to the Chief Executive to three.

4.2 Following a period of consultation, in line with the Council's Organisational Change policy, three revised Executive Director roles reporting to the Chief Executive have been agreed as part of the Senior Management Restructure 2023.

4.3 Current SLT members have been consulted on the change, ring fenced and slotted into revised Executive Director roles. All affected individuals have been invited to attend a confirmatory appointment meeting on 6th December 2023 (confirmatory meeting schedule, role profiles and portfolios, and a question set are attached as Appendix 1).

4.4 The RIC together with the Chief Executive and a senior member of the HR team will form the confirmatory meeting panel, Chaired by Councillor Kevin Guy, Leader of the Council. A confirmatory meeting will be held with each individual.

5 EQUALITIES AND RISK MANAGEMENT

5.1 The Organisational Change policy, was the subject of full Risk Assessment at the time it was adopted by the Council.

5.2 All applicants will be treated fairly and in accordance with the Council's policy.

6 ADVICE SOUGHT

6.1 The Council's Chief Executive and Monitoring Officer have had the opportunity to input to this report and has cleared it for circulation.

Contact person	<i>Will Godfrey, Chief Executive (Tel: 01225 477203)</i>
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

Structure from 1 Jan 2024 –
 Details of Portfolios may
 change

* Subject to further consultation on proposed structure

Chief Executive

Executive Director
 Chief Operating
 Officer

Executive Director
 Sustainable
 Communities

Executive Director
 Resources (\$151)

Director of
 Children &
 Education (DCS)

Director of
 Education

Director of
 Adult Social
 Care (DASS)

Director of
 Public Health
 & Prevention

Director of
 Place
 Management

Director of
 Capital &
 Housing
 Delivery

Director of
 External
 Affairs

Director of
 One West
 & APF

Director of
 People &
 Policy*

Director of
 Business Change
 & Cust Service*

Children & Young People
 Services
 Education
 Safeguarding

Residential
 Services
 Mental Health
 Safeguarding
 CWHB

Public Health
 Improvement
 Leisure

Neighbourhoods
 Highways &
 Transport
 Parking
 Parks

Regeneration
 Capital Delivery
 Aequus
 Housing Services
 Economy & Skills
 Planning
 Corporate Estate
 Heritage
 Green Transformation
 Transport Strategy

Financial Management
 Financial Services
 One West
 IT
 Business Intelligence
 Corporate Services
 Commercial Estate
 Procurement
 Avon Pension Fund
 Business Change
 Customer Services & Libraries
 HR&OD
 Legal & Democratic Services
 Strategy, Engagement & Marketing

Commissioning

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Role Profile

Role Title	Executive Director I
Reference Number	RP111
Cluster	Executive Leadership

Role Purpose

To deliver the Council's vision and corporate strategy, working in close partnership with the Chief Executive, Strategic Leadership Team and Elected Members to ensure value for money services which meet local needs and reflect the Council's purpose to Improve People's lives. They will actively shape and own corporate strategy and will ensure that corporate aims and objectives are met. Role holders will be expected to think strategically overseeing a range of service areas and functions, looking forward across a typical horizon of five years.

Roles will be leading a directorate that delivers a wide range of services or important aspects of the Council.

Accountabilities

- As part of the Strategic Leadership Team, shape the strategic direction of the Council to drive forward continuous improvement and ensure delivery of its priorities and value to residents.
- Ensure the directorate uses all available resources in the most efficient and effective way that represents excellent value for money, managing Directorate budgets and ensuring services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.
- Work with the other directorates to remove barriers and enable staff to be creative and innovative, and work with stakeholders across departmental and organisational boundaries to co-design inclusive and joined-up services that are efficient, effective and meet the requirements of residents and communities.
- Provide strong, visible leadership and direction through compelling communication of the vision and values to inspire, motivate and develop Directorate leaders and Heads of Service, to create an empowering, collaborative, modern and continuous improvement culture that enables staff to perform at their best and therefore deliver innovative, customer focused and excellent services to residents as well as retain and attract the best talent for the Council.
- Lead and model continuous improvement in the Council through considerable change and transformation across services, while ensuring continuity in performance, delivering value for money and statutory obligations.
- Align own area of the Council with corporate objectives while ensuring priorities and plans are met across a wide range of diverse services in the Directorate/Portfolio.
- Identify developments in the sector and beyond, creating innovative new approaches that illustrate an understanding of the 'system wide picture', anticipating future issues and positively challenging current thinking.
- Develop strong, collaborative relationships with a range of stakeholders including business, government agencies, community, local authorities and community planning partners at both a local, regional and national level to deliver improvements and opportunities for B&NES residents and businesses.

- Act as a Place and community Leader, creating an environment in which the Council can jointly design, commission (if required), and deliver outcomes with partners, by unlocking barriers and monitoring the success of these partnerships.
- Support the Cabinet and Members in translating their political objectives and priorities into coherent and affordable initiatives to enable the delivery of services across Bath and North East Somerset, working within the appropriate governance structures.
- Champion all Health, Safety and Wellbeing issues, ensuring management responsibilities designated in the HSWB policy are fulfilled.

Knowledge / Skills / Experience required

- Significantly experienced and accomplished professional, with a breadth of understanding and demonstrable experience in leading a portfolio of services.
- Degree and post graduate qualifications in relevant disciplines, and/or leadership and management qualifications.
- Holds appropriate membership to professional body (if required).
- In-depth understanding of regulations/legislation and best practice within their area of specialism and the wider sector. Understanding of national and local government developments, policy, and emerging trends.
- Experience of leading a large directorate within a complex and diverse organisation, and leading constant change and transformation, establishing a mandate for change and inspiring the workforce to improve.
- Significant experience of leading diverse and multifaceted teams at a senior level, bringing activities together to achieve an aligned objective.
- Experience of working with key stakeholders including other public bodies and government.
- Experience of strategic political leadership including building relationships, influencing and working collaboratively with members and partners
- Ability to challenge members, partners and stakeholders critically and constructively, using influence and negotiation to build joint solutions and drive change.
- Ability to build relationships and use deep personal understanding of the agendas or motivations of others in order to keep them positively engaged, building behind the scenes support for ideas and initiatives.
- Ability to recognise and make use of alliances/relationships in order to gain support for the Council vision and its implementation.
- Excellent commercial acumen and financial management skills.
- Excellent knowledge of the impact of underlying demographic, social or political drivers, and understands the formal and informal politics at the regional and national level and what this means for the Council.
- Evidence of cultivating a high performance, cost effective culture, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, contracts, etc.

Dimensions of role

- The role will be leading a directorate for the Council, developing a vision and leading strategy.

- Significant financial oversight as part of the role, typically managing a large annual budget of £100m - £500m.
- Planning will be over a multi-year horizon.

Date	22/08/2023
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Role Profile

Role Title	Executive Director II
Reference Number	RP112
Cluster	Executive Leadership

Role Purpose

To deliver the Council's vision and corporate strategy, working in close partnership with the Chief Executive, Strategic Leadership Team and Elected Members to ensure value for money services which meet local needs and reflect the Council's purpose to Improve People's lives. They will actively shape and own corporate strategy and will ensure that corporate aims and objectives are met. Role holders will be expected to think strategically overseeing a range of service areas and functions, looking forward across a typical horizon of five years.

Roles at this level will be leading a major, multi division/functional directorate that delivers a very wide range of services and has a major impact across Bath and North East Somerset and the Council.

Accountabilities

- As part of the Strategic Leadership Team, shape the strategic direction of the Council to drive forward continuous improvement and ensure delivery of its priorities and value to residents.
- Ensure the directorate uses all available resources in the most efficient and effective way that represents excellent value for money, managing Directorate budgets and ensuring services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.
- Work with the other directorates to remove barriers and enable staff to be creative and innovative, and work with stakeholders across departmental and organisational boundaries to co-design inclusive and joined-up services that are efficient, effective and meet the requirements of residents and communities.
- Provide strong, visible leadership and direction through compelling communication of the vision and values to inspire, motivate and develop Directorate leaders and Heads of Service, to create an empowering, collaborative, modern and continuous improvement culture that enables staff to perform at their best and therefore deliver innovative, customer focused and excellent services to residents as well as retain and attract the best talent for the Council.
- Lead and model continuous improvement in the Council through considerable change and transformation across services, while ensuring coordinated frontline services, continuity in performance, value for money and statutory obligations.
- Align own area of the Council with corporate objectives while ensuring priorities and plans are met across a wide range of diverse services in the Directorate/Portfolio.
- Identify developments in the sector and beyond, creating innovative new approaches that illustrate an understanding of the 'system wide picture', anticipating future issues and positively challenging current thinking.

- Develop strong, collaborative relationships with a range of stakeholders including business, government agencies, community, local authorities and community planning partners at both a local, regional and national level to deliver improvements and opportunities for B&NES residents and businesses.
- Act as a Place and community Leader, creating an environment in which the Council can jointly design, commission (if required), and deliver outcomes with partners, by unlocking barriers and monitoring the success of these partnerships.
- Support the Cabinet and Members in translating their political objectives and priorities into coherent and affordable initiatives to enable the delivery of services across Bath and North East Somerset, working within the appropriate governance structures.
- Champion all Health, Safety and Wellbeing issues, ensuring management responsibilities designated in the HSWB policy are fulfilled.
- Deputise for the Chief Executive as required

Knowledge / Skills / Experience required

- Significantly experienced and accomplished professional, with a breadth of understanding and demonstrable experience in leading a portfolio of services.
- Degree and post graduate qualifications in relevant disciplines, and/or leadership and management qualifications.
- Holds appropriate membership to professional body (if required).
- In-depth understanding of regulations/legislation and best practice within their area of specialism and the wider sector. Understanding of national and local government developments, policy, and emerging trends.
- Experience of leading a large directorate within a complex and diverse organisation, and leading constant change and transformation, establishing a mandate for change and inspiring the workforce to improve.
- Significant experience of leading diverse and multifaceted teams at a senior level, bringing activities together to achieve an aligned objective.
- Experience of working with key stakeholders including other public bodies and government.
- Ability to challenge members, partners and stakeholders critically and constructively, using influence and negotiation to build joint solutions and drive change.
- Ability to build relationships and use deep personal understanding of the agendas or motivations of others in order to keep them positively engaged, building behind the scenes support for ideas and initiatives.
- Ability to recognise and make use of alliances/relationships in order to gain support for the Council vision and its implementation.
- Excellent commercial acumen and financial management skills.
- Excellent knowledge of the impact of underlying demographic, social or political drivers, and understands the formal and informal politics at the regional and national level and what this means for the Council.
- Evidence of cultivating a high performance, cost effective culture, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, contracts, etc.

Dimensions of role

- This role will be leading a large directorate for the Council, developing a vision and leading strategy.
- Significant financial oversight as part of the role, typically managing a large annual budget of £100m - £500m.
- Planning will be over a multi-year horizon.

Date	17/11/2023
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POST TITLE: Executive Director of Sustainable Communities

GRADE: SPOT SALARY

PROFILE: Executive Director I

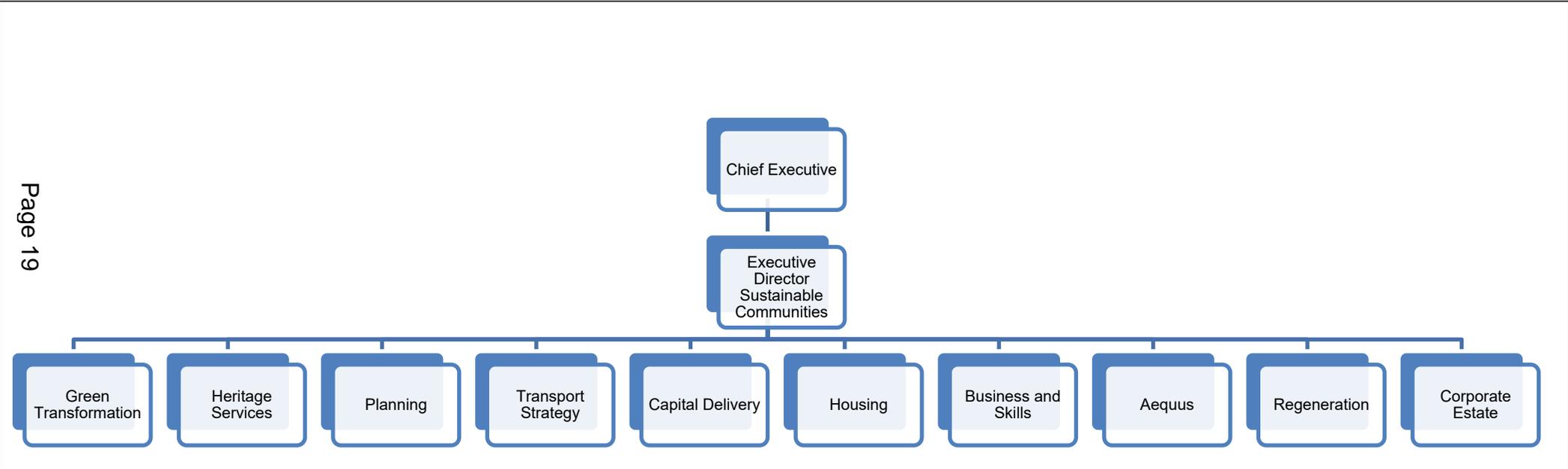
POST NO: TBC

This schedule needs to be read in conjunction with the role profile

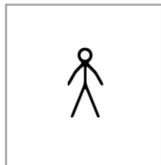
SUMMARY OF PURPOSE

To develop and deliver the vision for Bath and North East Somerset as a sustainable place for the future, delivering the priorities in the Council's Corporate strategy, balancing economic, environmental and societal needs.

ORGANISATION CHART AND STAFFING (to be confirmed in early 2024)



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Total compliment of 560 staff (395 FTE) (including casuals staff)
Cross functional project management of staff

FINANCIAL DIMENSIONS

£

Staffing Costs	108,601,526
Gross expenditure	508,207,008
Gross Income	(377,181,386)
Net Budget	131,025,622

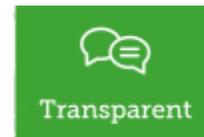
Accountable for delivery of allocated income growth and savings targets.

SERVICE PORTFOLIO

- Page 20
- Green transformation – the response to the climate and ecological emergencies
 - Housing and homelessness support
 - Sponsorship of the Council's Housing Development Company: Aequus
 - Planning and planning policy including enforcement
 - Strategic transport and transport policy
 - Economic development, business and skills including tourism and the visitor economy
 - Regeneration, including Enterprise Zones
 - Culture strategy
 - Heritage services, including indoor events
 - Corporate estate and the Corporate Landlord
 - Capital delivery
 - Community engagement

SPECIFIC ACCOUNTABILITIES	SPECIFIC QUALIFICATIONS, TRAINING, EXPERIENCE OR KNOWLEDGE REQUIRED
<ul style="list-style-type: none"> • Development of a shared vision for the future of Bath and North East Somerset as a sustainable place • Provide strategic leadership to develop the local capacity and partnerships required to deliver the Council's vision and objectives • Direct line management over the delivery of high profile statutory and non-statutory functions, with a high level of political interest • Strategic leadership on the following: <ul style="list-style-type: none"> ○ Economic Strategy ○ Local Plan ○ Joint Local Transport Plan and Transport Delivery Plans ○ Housing Strategy and Delivery Plans ○ Climate and Ecological Emergency Plans ○ Culture and Tourism Strategy ○ Corporate Estate Asset Strategy • Stakeholder engagement with key partners, including: <ul style="list-style-type: none"> ○ West of England Combined Authority ○ Local Enterprise Partnership ○ Anchor institutions and educational establishment ○ Business forum, including the BID ○ Private sector partners, including Aequus ○ Community representatives and the voluntary sector • Delivery of all major capital projects. • Delivery of major regeneration projects across the district to secure the business and housing development required. 	<ul style="list-style-type: none"> • Significant experience of strategic leadership • Significant programme and project management skills. • Significant experience of working in partnership to deliver strategic objectives. • Experience of managing a large capital programme is desirable.

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Date: November 2023

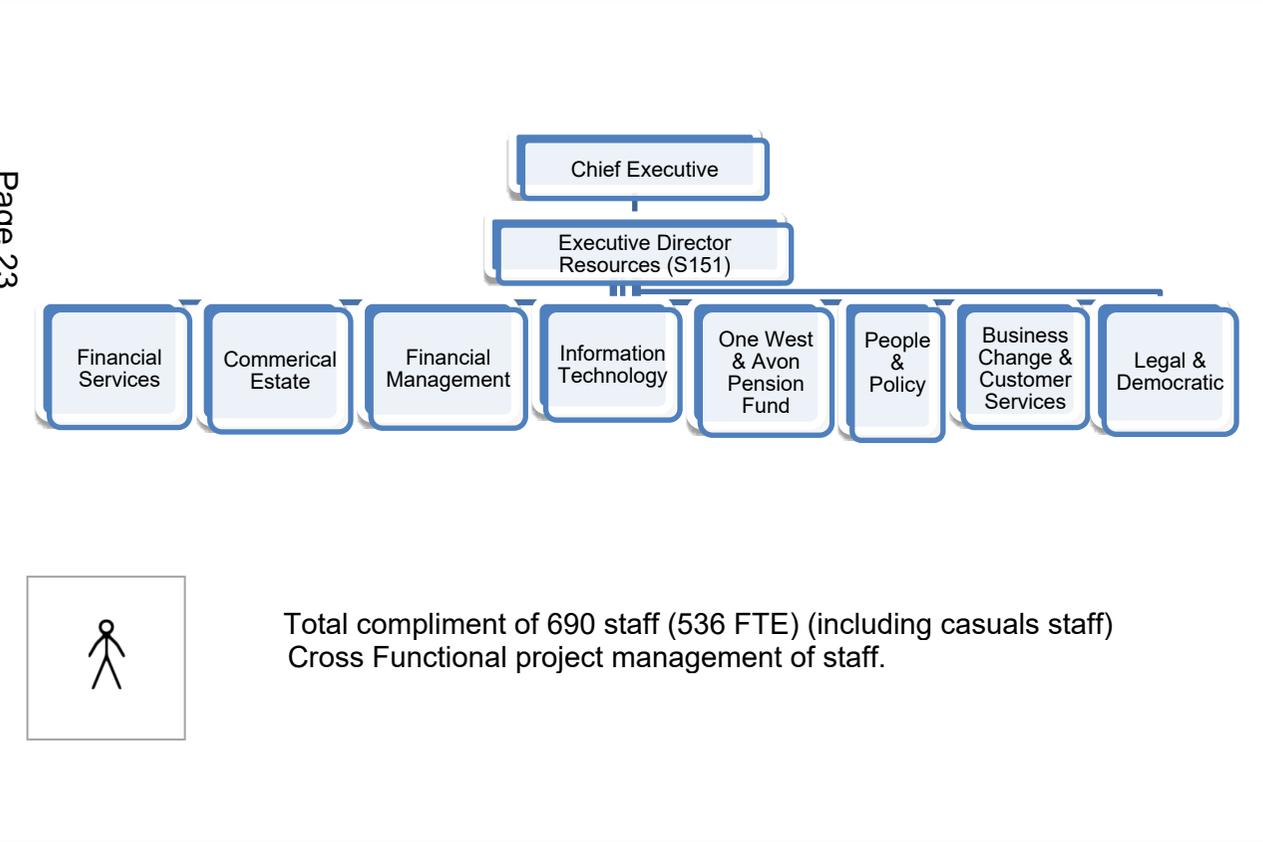
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POST TITLE: Executive Director – Resources (S151)	GRADE: Spot salary PROFILE: Executive Director I POST NO: TBC	This schedule needs to be read in conjunction with the role profile.
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SUMMARY OF PURPOSE

The Executive Director Resources is responsible for the strategic leadership of the councils enabling and support functions, ensuring that timely and appropriate advice, information and reporting is provided across the council. This role includes holding the statutory role of the Council’s S151 Officer – the most senior financial officer role charged with leading and directing financial strategy & operations.

ORGANISATION CHART AND STAFFING (to be confirmed in early 2024)	FINANCIAL DIMENSIONS
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£

Staffing Costs	27,770,731
Gross expenditure	89,523,862
Gross Income	(69,952,695)
Net Budget	19,571,167

Accountable for delivery of allocated income growth and savings targets.



Total compliment of 690 staff (536 FTE) (including casuals staff)
Cross Functional project management of staff.

SERVICE PORTFOLIO

- Financial management including government grants, capital financing, treasury management, taxation and returns.
- Financial Services including income collection, payments, insurances, social care client finance, revenues and benefits.
- Avon Pension Fund.
- One West
- IT Services.
- Business Intelligence
- Corporate services
- Commercial Estate
- Procurement
- Business Change
- Customer Services & Libraries
- People and Policy Services, including Human Resources & Organisational Development (HR & OD) service including payroll, Health, Safety & Wellbeing and Strategy, Engagement & Marketing.
- Legal & Democratic Services.
- Framework for budgets and accounts.
- Financial arrangements for Council owned companies (client).
- Maintenance of pooled budget arrangements with ICB, ring fenced budgets for public health and schools, financial relationship with Brunel Pensions, WECA, and other levying & precepting bodies.
- Reporting to Audit Committee, Pensions Committee, Pensions Board, PDS panels as required, Cabinet and Council.
- Financial governance including the Council’s Budget Management Scheme and relationship with external auditors.
- Chair Capital Strategy Group.

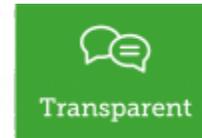
SPECIFIC ACCOUNTABILITIES

- Member of the Senior Leadership Team
- Medium term financial strategy and annual balanced budget for the Council and Avon Pension Fund.
- Investment planning and strategy.
- Financial reporting and monitoring.
- Financial input and co-ordination linked to annual operational plans.
- Framework for audit and risk management plus Annual Governance Report
- Active participation in leadership and governance.
- Compliance with relevant professional financial codes and legal duties.
- Key professional adviser to the Chief Executive, Cabinet and Council on all financial matters.

SPECIFIC QUALIFICATIONS, TRAINING, EXPERIENCE OR KNOWLEDGE REQUIRED

- Recognised accountancy qualification with significant post-qualification relevant experience at a senior management level.
- Successful record of leadership and management of a large multi-disciplinary finance service encompassing a range of support services within a public sector organisation.
- Extensive experience of managing, setting and monitoring budgets and financial management information, including developing and using management information.
- Experience of managing a large capital programme is desirable.

- Adviser to the shareholder on financial aspects of commercial matters including Aequus Developments Ltd.
- The CIPFA guide to the role of the chief finance officer in local government sets out the duties of the professional aspects of the role in detail.
- To ensure that appropriate, efficient and effective legal and democratic services are provided in order to progress the Council's strategies and objectives, ensuring statutory duties are met.
- To ensure the effective organisation of elections and referenda within statutory requirements.



Date: November 2023

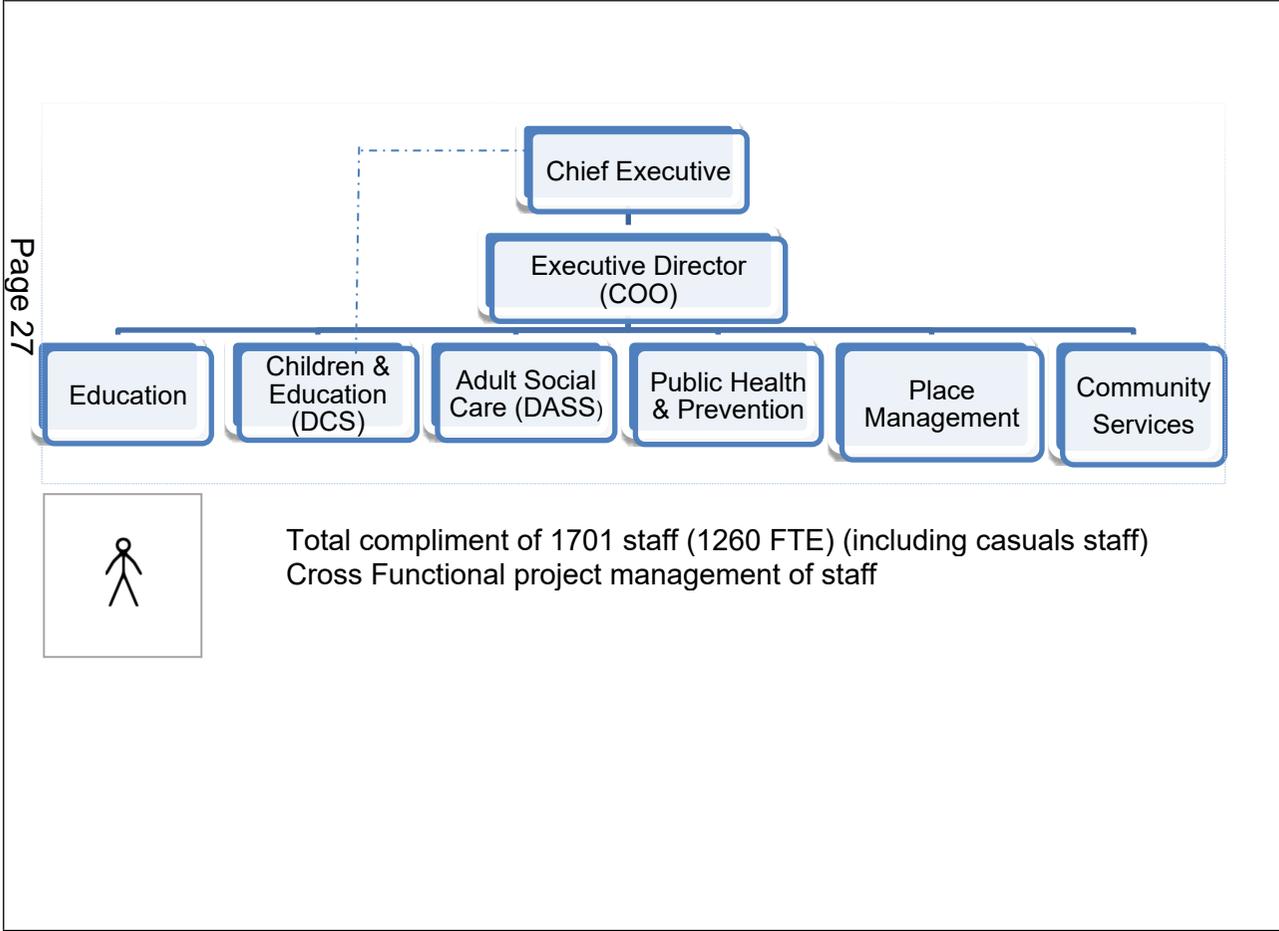
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POST TITLE: Executive Director: COO	GRADE: SPOT SALARY PROFILE: Executive Director II POST NO: TBC	This schedule needs to be read in conjunction with the role profile.
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SUMMARY OF PURPOSE

To provide inspirational and decisive leadership, holding others to account to ensure that the authority delivers responsive, high quality, cost effective frontline services including Adult Social Care, Public Health, Children’s & Young People Services, Place Management, and Commissioning.

ORGANISATION CHART AND STAFFING (to be confirmed in early 2024)	FINANCIAL DIMENSIONS
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£	
Staffing Costs	61,898,833
Gross expenditure	384,134,176
Gross Income	(273,714,620)
Net Budget	110,419,556

SERVICE PORTFOLIO

To deliver the Council's vision and corporate strategy, working in close partnership with the Chief Executive, Senior Leadership Team and Elected Members to ensure value for money services which meet local needs and reflect the Council's purpose to Improve People's Lives.

Children & Education - to secure the best possible outcomes for vulnerable children and their families through the effective and efficient operational delivery of a range of specialist and targeted preventative services for children and young people, including the key statutory children's services such as social care, children's centres, youth connect, youth offending service, safeguarding, education and education inclusion.

Adult Social Care - planning, leading and commissioning of services to deliver the best possible outcomes for local people in an integrated way across complex and specialist health and social care (Mental Health and Learning Disabilities and children's services). To lead the strategic development and delivery of a range of key functions relating to adult safeguarding and quality assurance and to provide wider system leadership through Community Services ensuring that all state and third sector services understand practice standards so that children and adults are protected and practice is effective.

Public Health & Prevention - to promote, develop, commission and influence the way the Council and its partners deliver services in order to positively impact on health & wellbeing outcomes for the local population and to directly inform the population's healthy lifestyle choices. All statutory duties of the DPH.

Place Management - to ensure the effective delivery of key front line services with high reputational impact. These comprise statutory and non-statutory functions. Ensure that the Council delivers a clean and safe quality environment for residents, businesses, tenants and visitors, thus enabling the Council to maximise the economic benefits to the area.

Commissioning – to pull together all strands of commissioning activity across adults, childrens', education and public health (in the first phase) to ensure efficient and cost effective long-term commissioning outcomes for the council.

SPECIFIC ACCOUNTABILITIES

- Contributes to the overarching, long term development of the strategic vision for Bath and North East Somerset Council, setting priorities and objectives for a substantial part of the organisation.
- Strategic thinking to scan the external context for opportunities and challenges, and define new and innovative solutions.

SPECIFIC QUALIFICATIONS, TRAINING, EXPERIENCE OR KNOWLEDGE REQUIRED

- Significant relevant experience at a senior leadership level.
- Experience of successfully leading and managing complex multiple frontline services in a local authority
- Experience of successful influence, negotiation and partnership working with key public and private sector bodies
- Works across the full Council, covering a number of diverse areas with a focus on ensuring that all operations are cohesive and deliver the needs of the community with a long-term vision to be considered and planned for.



Date: November 2023

Question set for confirmatory meetings

Please find below the question set which will be used in the confirmatory meetings. A selection of them will be asked by the panel at the meeting.

- 1) What do we need to know about your career to date to understand the person sitting in front of us today?
- 2) What are the key lessons you have taken from your developmental feedback conversation with Korn Ferry and how will that influence your behaviour in the future?
- 3) What's your understanding of the reset we are setting out to achieve from 1st January 2024 and how do you think you will need to change how you behave?
- 4) How would you describe the difference between responsibility and accountability?
- 5) What do you consider your biggest failure has been in your current role and what did you learn most about yourself?
- 6) How would you describe your understanding of "our values" and how do they align with your own personal values? How do these influence your view of your leadership?
- 7) What is the most difficult decision you have and haven't taken as a leader in your current role? How did you feel about making these decisions and what did you learn about yourself?
- 8) As a leader, how can you ensure the principles of co-design are brought into service delivery at the most fundamental everyday levels?
- 9) Can you describe how you will make sure everything your directorate does is guided by the Council's Corporate Strategy and plan?
- 10) What will you do to make ELT/CMT more effective?



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