

Chief Officer Employment Panel

Tuesday, 24th January, 2012
at 2.00 pm

PLEASE NOTE TIME OF MEETING

Conference Room 4 - Civic Centre

This meeting is open to the public

Members

Councillor Smith (Chair)
Councillor Hannides
Councillor Letts
Councillor Moulton
Councillor Parnell
Councillor Rayment
Councillor Dr R Williams

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PUBLIC INFORMATION

Role of the Chief Officer Employment Panel

The appointment of Chief Officers in accordance with the Council's Officer Employment Procedure Rules.

Public Representations

At the discretion of the Chair, members of the public may address the meeting about any report on the agenda for the meeting in which they have a relevant interest.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Mobile Telephones – please turn off your mobile telephone whilst in the meeting.

Southampton City Council's Seven Priorities

- More jobs for local people
- More local people who are well educated and skilled
- A better and safer place in which to live and invest
- Better protection for children and young people
- Support for the most vulnerable people and families
- Reducing health inequalities
- Reshaping the Council for the future

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year 2011/12

Meetings of the Panel are convened as and when required.

CONDUCT OF MEETING

Terms of Reference

The terms of reference of the Audit Committee are contained in Article 8 and Part 3 (Schedule 2) of the Council's Constitution.

Business to be discussed

Only those items listed on the attached agenda may be considered at this meeting.

Rules of Procedure

The meeting is governed by the Council Procedure Rules as set out in Part 4 of the Constitution.

Quorum

The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

Disclosure of Interests

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "personal" or "prejudicial" interests they may have in relation to matters for consideration on this Agenda.

Personal Interests

A Member must regard himself or herself as having a personal interest in any matter

- (i) if the matter relates to an interest in the Member's register of interests; or
- (ii) if a decision upon a matter might reasonably be regarded as affecting to a greater extent than other Council Tax payers, ratepayers and inhabitants of the District, the wellbeing or financial position of himself or herself, a relative or a friend or:-
 - (a) any employment or business carried on by such person;
 - (b) any person who employs or has appointed such a person, any firm in which such a person is a partner, or any company of which such a person is a director;
 - (c) any corporate body in which such a person has a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
 - (d) any body listed in Article 14(a) to (e) in which such a person holds a position of general control or management.

A Member must disclose a personal interest.

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Prejudicial Interests

Having identified a personal interest, a Member must consider whether a member of the public with knowledge of the relevant facts would reasonably think that the interest was so significant and particular that it could prejudice that Member's judgement of the public interest. If that is the case, the interest must be regarded as "prejudicial" and the Member must disclose the interest and withdraw from the meeting room during discussion on the item.

It should be noted that a prejudicial interest may apply to part or the whole of an item.

Where there are a series of inter-related financial or resource matters, with a limited resource available, under consideration a prejudicial interest in one matter relating to that resource may lead to a member being excluded from considering the other matters relating to that same limited resource.

There are some limited exceptions.

Note: Members are encouraged to seek advice from the Monitoring Officer or his staff in Democratic Services if they have any problems or concerns in relation to the above.

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

AGENDA

Agendas and papers are now available via Southampton Online at
www.southampton.gov.uk/council/meeting-papers

1 APOLOGIES AND CHANGES IN MEMBERS

To receive any apologies.

2 DISCLOSURE OF PERSONAL AND PREJUDICIAL INTERESTS

In accordance with the Local Government Act, 2000, and the Council's Code of Conduct adopted on 16th May, 2007, Members to disclose any personal or prejudicial interests in any matter included on the agenda for this meeting.

NOTE: Members are reminded that, where applicable, they must complete the appropriate form recording details of any such interests and hand it to the Democratic Support Officer.

3 MINUTES OF THE PREVIOUS MEETING

To approve and sign as a correct record the Minutes of the meeting held on 20th June 2011, attached.

4 EXCLUSION OF THE PRESS AND PUBLIC

To move that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential appendix 2 (item no. 5).

Confidential appendix 2 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not in the public interest to disclose this information because it would prejudice the financial and business affairs of the authority in its commercial and contractual dealings with third parties including other public bodies.

5 JOINT APPOINTMENT WITH ISLE OF WIGHT COUNCIL OF A DIRECTOR OF ENVIRONMENT

Report of the Chief Executive seeking approval to further investigate the shared services agenda by appointing a joint Director of Environment.

Agenda Item 3

CHIEF OFFICER EMPLOYMENT PANEL
MINUTES OF THE MEETING HELD ON 20 JUNE 2011

Present: Councillors Smith (Chair), Barnes-Andrews, Fitzhenry, Letts, Moulton, Parnell and Dr R Williams

Apologies: Councillors Hannides and Rayment

1. **APOLOGIES AND CHANGES IN MEMBERSHIP (IF ANY)**

The Panel noted the resignation of Councillors Hannides and Rayment, and the appointment of Councillors Fitzhenry and Barnes-Andrews in place thereof in accordance with the provisions of Council Procedural Rule 4.3.

2. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED that the minutes of the Chief Officer Employment Panel held on 14th April 2011 be approved and signed as a correct record.

3. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

RESOLVED that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential report referred to in minute 27 below.

The confidential report contains information deemed to be exempt from general publication based on Category 1, 2 and 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not considered to be in the public interest to disclose this information because the report contains confidential and personal information relating to a specific individual.

4. **APPOINTMENT OF INTERIM DIRECTOR, ENVIRONMENT**

The report of the Head of Information Technology and Organisational Development detailing the process for the appointment of the Interim Director of Environment. (Copy of report circulated with agenda and appended to signed minutes).

RESOLVED that Frances Martin be appointed to the post of Interim Director of Environment.

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Agenda Item 5

DECISION-MAKER:	CHIEF OFFICER EMPLOYMENT PANEL
SUBJECT:	JOINT APPOINTMENT WITH ISLE OF WIGHT COUNCIL OF A DIRECTOR OF ENVIRONMENT
DATE OF DECISION:	24 JANUARY 2012
REPORT OF:	CHIEF EXECUTIVE
STATEMENT OF CONFIDENTIALITY	
Confidential Appendix 2 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not in the public interest to disclose this information because it would prejudice the financial and business affairs of the authority in its commercial and contractual dealings with third parties including other public bodies.	

BRIEF SUMMARY

To recommend the further integration of the shared services agenda by appointing a joint Director of Environment.

RECOMMENDATIONS:

- (i) that the vision for a shared service be endorsed and a Joint Director of Environment be appointed under such arrangements as the Chief Executive considers appropriate;
- (ii) that a joint Chief Officer Employment Panel with Isle of Wight Council be set up for this purpose with 3 City Council Members appointed to it; and
- (iii) that the draft Job Description and Person Specification attached at appendix 1 be approved in principle but that the Chief Executive be delegated authority to finalise detailed roles and responsibilities.

REASONS FOR REPORT RECOMMENDATIONS

1. For contractual and practical reasons it is necessary to have the Director employed by one host authority. It is imperative that as the Director will be responsible for a range of services for both unitary authorities that the City Council is intrinsically involved at member level in all stages of the appointment.

DETAIL (Including consultation carried out)

2. This report sets out the developments that have been made in respect of exploration of joint working arrangements between Southampton City Council and the Isle of Wight Council in line with the Leader's and Chief Executive's statements of 13th September 2011, and subsequent Cabinet report of 24th October 2011. The 13th September statements to the media and to staff, made clear that :

"against a backdrop of unprecedented financial challenges, our two authorities are exploring genuine opportunities for joint working".

3. As a result of progress in discussions between the two authorities, it is proposed that a joint Director of Environment post be established from April 2012, by entering into a formal agreement between both Councils with appropriate break clauses. At the end of these periods, both Councils will review the position and will determine either to continue the role as permanent, or to revert to individual, separate roles. A request is now made for authorisation to recruit to the shared post and to establish for this purpose a joint politically proportionate employment sub committee in the form of a Chief Officer's Employment Panel (COEP).

BACKGROUND

4. In Jan – March 2011 the future shape and direction for the Council was set out, involving a major programme of re-organisation which took place in 2011. In "*Shaping the Council for the Future: our Change Programme*" of March 2011, the need was identified "*to organise services to meet the new financial realities and to be ready for the opportunities as well as the challenges of the years ahead*". In September 2011, the Council reported on significant progress towards joint working in a number of important service areas with the Isle of Wight Council, with the aim of reducing costs through shared actions. In October 2011, progress was reported to Cabinet in Education Services. In November 2011, the Council identified the potential importance of joint working with appropriate partners, as part of its Change Programme. A key aspect of this aim was the intention to develop partnership working which reflects a 'common-function' based approach as opposed to individual public sector agencies delivering the same functions separately and in isolation. It also recognises that in the austere financial circumstances prevailing on all local authorities, it is likely that capacity and capability may be better retained through stronger joint-enterprise than working in isolation. This will remain an important part of on-going exploration with wider partners.
5. The Leader's announcement in September 2011 of good progress having been made towards joint-working with the Isle of Wight across a number of potential service areas, identified that initial focus was being paid to joint-working potential within the Environment and Education Directorates, whilst consideration was also being given to other service areas including Planning and Sustainability. This announcement anticipated the possibility of proposals being brought forward for implementation in the new financial year. This current report reflects that those challenging aims remain on schedule.
6. In November 2011, the budgetary position for 2012/13 was set out which further emphasised the importance to the authority of finding new ways to work and deliver services with a greatly reduced cost.
7. Further work has been undertaken by the respective Chief Executives and the senior management teams of the two authorities. The next step will be to take forward an in- principle agreement to progress joint-working on a formal basis in the Environment and Education Directorates. This report focuses on the first of these, through the appointment of a Joint Director of Environment who would lead that role and function on behalf of both Councils. The purpose of this arrangement will be to reduce management costs whilst ensuring an appropriate and sustainable level of leadership, direction and management for both Southampton City Council and the Isle of Wight

Council. It is important to recognise that a shared Director arrangement will not mean uniform service delivery across the two local authority areas. The sovereignty and separate democratic responsibility and accountability of each Council will be retained. Whilst there is a need to generate savings, there is also a key principle that any such approach should not impede local accountability and if anything should enhance it by demonstrating best value.

8. In April 2011, Southampton City Council merged two Directorates to form a single Environment Directorate, with an interim Director being established from July 2011. It is the intention that the Isle of Wight Council's current Director of Economy and Environment post be re-aligned to make provision for a joint leadership and management arrangement with Southampton City Council on a secondment basis. This means that it would be necessary to put a ring-fenced recruitment process in place for the current post-holder in the first instance. A revised joint job description and person specification has been prepared and agreed subject to any final amendments being delegated to the respective Chief Executives and is attached as Appendix 1.
9. The main operational arrangements for the delivery of such a partnership agreement are set out below:
 - The Isle of Wight Council will be the employer for the successful candidate
 - Southampton city Council will be re-charged for the full costs associated with employment for an average of two days per week
 - Some administrative support for work carried out on behalf of Southampton City Council will be provided by the Isle of Wight Council and re-charged at full costs associated with employment for ½ day per week
 - All travel costs and other related expenses with conducting business on behalf of Southampton City Council will be paid by way of expense claims directly to them
 - Office accommodation is to be made available by Southampton City Council whilst on site at their premises
 - The current pay banding and all other terms and conditions for the post will remain unchanged

A formal secondment agreement is to be drawn up providing the full detail of working arrangements, payment arrangements and termination of the joint arrangement. This will be for an initial period of six months after which the arrangement may be made permanent; if on the other hand the arrangement is terminated by mutual agreement, Southampton City Council would take forward its own plans to independently lead the Environment Directorate and the Isle of Wight Council will revert to its current structure and contractual arrangements for a Director of Economy and Environment.

10. It is clearly believed by both parties in entering into this arrangement, that this joint-working appointment will be successful. The aim is primarily as set out, to provide an effective, joint leadership and management capability for both authorities; it is also recognised that further joint-working opportunities may exist within the Environment Directorate and that by establishing the joint Director in post, both authorities will be more strongly placed to explore this potential, and if satisfied that this is the case, to bring forward any relevant proposals for further joint-working within 6 months.
11. Permission is therefore being sought for authorisation to recruit under these new arrangements and to establish a politically proportionate member panel, jointly with Isle of Wight Council to carry out the necessary interview process for appointment. There is provision for a joint appointment panel under current legislation and it is proposed that this will take the form of 3 elected members from each organisation.

STRATEGIC CONTEXT

12. In line with “Shaping the Council for the Future: our Change Programme”, this joint working arrangement provides the opportunity to challenge traditional delivery models, to increase the potential for streamlined service provision for the benefit of our community together with the securing of a reduction in financial commitments which is of mutual benefit to both local authorities. In turn this contributes to the priority for the delivery of budget savings through changed service provision.

CONSULTATION

13. On-going discussions and meetings have taken place with the respective Leaders, lead members and Chief Executives in order to reach agreement on the proposed way forward. Individual and more detailed consultation has taken place with affected personnel.

EQUALITY AND DIVERSITY

14. The Council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities and foster good relations between people who share a protected characteristic and people who do not share it. The proposed decision to move towards the appointment of a Joint Director of Environment with the Isle of Wight Council is not considered to impact on any of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. This is due to the fact that the appointment process is to be ring-fenced to a single individual who under employment legislation is considered to have eligibility and therefore the right to apply for this position.
15. Any further future proposals that may be considered for joint management arrangements or shared services will however be subject to an equality impact assessment being undertaken and due consultation undertaken with affected staff and, as appropriate, members of the community where changes to service provision are proposed.

16. All aspects of the recruitment process will be undertaken in accordance with statutory obligations under the Equality Act 2010, and ensure that a fair and equitable process is carried out.

RISK MANAGEMENT

17. The proposal to appoint a joint Director between the Isle of Wight Council and Southampton City Council provides a timely opportunity to secure efficiencies both in financial terms and service leadership and management across both local authorities. Under this arrangement, it is possible to retain the service provision required, based on local needs and their priorities but also to explore the potential for areas of integration where this may be of benefit to the local community through the sharing of expertise, methods of working and alternative service provision.
18. It will be necessary to carefully monitor the joint arrangements in practice and to undertake a formal review after a period of six months following commencement of the secondment arrangement.

EVALUATION

19. Much work has been undertaken to explore the potential for joint working arrangements across the public sector and with neighbouring authorities in order to secure the potential for financial savings and efficiencies. These discussions will continue where they are appropriate, and offer real potential. Joint working with the Isle of Wight in the service areas outlined, by no means excludes the potential for the Council to engage in other dynamic service areas of joint-working with other partners. Neither is it the case that a bi-lateral arrangement with the Isle of Wight will exclude any other potential partner from entering into future partnership in the same service areas with Southampton City Council and the Isle of Wight Council: that will be a matter for future mutual discussion and agreement. It is however believed to be the correct strategy to work with a single willing partner with an agreed aim and common purpose, rather than trying to forge partnerships with potential partners who are less willing or ready at present to consider new approaches to joint-working.
20. As a result of these explorations, an opportunity has presented itself with Isle of Wight Council to embark on a joint Director post. Following detailed discussions between respective political leaders and chief executives, an agreed approach has been proposed.
21. By granting an authorisation to recruit, this will provide an opportunity to secure substantial financial savings as well as increasing the potential for future sustainability in leadership and management arrangements across both authorities and be of mutual benefit.
22. Whilst there may be further potential for the sharing of management responsibilities and services, this initial phase provides a timely opportunity to also secure financial savings and efficiencies that are of mutual benefit to both local authorities. Local sovereignty and decision making processes will remain which provides assurances that the local needs of the community will remain within local accountability.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

23. That the option of a joint Director be not pursued but that would not fit with the Council's shared service agenda and be more expensive if a full time Director was appointed.

RESOURCE IMPLICATIONS

Capital/Revenue

24. The financial implications are as set out in confidential appendix 2.

Property/Other

25. None.

LEGAL IMPLICATIONS

Statutory Power to undertake the proposals in the report:

26. Under section 113 of the Local Government Act 1972, provision is made for a council to enter into an agreement with another local authority for the placing at the disposal of the latter for the purpose of their functions on such terms as may be provided by the agreement, of the services of officers employed by the former and subject to due consultation with any officers affected by such a proposal. The 'disposal' is by way of a secondment agreement which means that the Isle of Wight Council remains the employer but allows for the appointed individual to act as an officer for Southampton City Council.
27. In accordance with the requirements of section 113 of the Local Government Act 1972 and more widely within employment law, it is necessary to have undertaken due consultation with any affected staff prior to such an arrangement being established as well as to pay due regard to the employment rights with regards to eligibility to any such new post by way of a ring-fenced arrangement in respect of any appointment arrangements.

Other Legal Implications:

28. The agreement setting out the secondment arrangements will likely include arrangements for the appointment, terms of service, performance management and operational requirements of the authorities in relation to this appointment. The appointment and selection process to be followed must have regard to the provisions of the Equality Act 2010.

POLICY FRAMEWORK IMPLICATIONS

29. None.

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SUPPORTING DOCUMENTATION

Non-confidential appendices are in the Members' Rooms and can be accessed on-line

Appendices

1.	Draft Job Description and Person Specification
2.	CONFIDENTIAL – Financial Implications

Documents In Members' Rooms

1.	None
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Integrated Impact Assessment

Do the implications/subject/recommendations in the report require an Integrated Impact Assessment to be carried out.	No
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Other Background Documents

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
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1.	None	
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Integrated Impact Assessment and Other Background documents available for inspection at:

WARDS/COMMUNITIES AFFECTED:	None
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Post Title:	JOINT DIRECTOR OF ENVIRONMENT FOR ISLE OF WIGHT COUNCIL & SOUTHAMPTON CITY COUNCIL
Post number:	TBC
Salary Grade:	CO1
Accountable to:	Chief Executive
Contents:	<p>Job Description:</p> <p>Purpose of job Key accountabilities</p> <p>Person specification:</p> <p>Knowledge and experience Key competencies, skills and personal qualities</p>
Notes:	<p>The post of Director is:</p> <ul style="list-style-type: none"> • Subject to the terms and conditions of service as prescribed by the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities except where locally agreed conditions are in place. • Politically restricted under section 2(1) of the Local Government and Housing Act 1989. Directors are disqualified from being a member of other local authorities, a Member of Parliament or a Member of the European Parliament. In addition the post holders may not hold office in a political party, canvas at elections or attempt to influence support in any other way for a political party. • To be undertaken in accordance with the Council's key values, agreed performance standards and the need for political sensitivity and awareness.
Date of document:	January 2011

DIRECTOR OF ENVIRONMENT: JOB DESCRIPTION

Purpose of Job

- As a Director, to work with each authority's Board of Directors, chief officer management teams, the Chief Executive and Councillors in driving forward the strategic and transformational agenda set by Cabinet ensuring that all customers receive high quality, value for money services.
- To undertake proper officer roles as laid down in the council's constitution.
- 'Horizon scan and plan' and, with the respective Chief Executives, leading on the respective council's response to strategic, cross cutting issues to ensure the council is best positioned to meet future challenges.
- Provide the day to day strategic leadership and direction to achieve the corporate strategy aims and the annual business plan objectives both of the directorate Council corporate priorities.
- Identify and drive the necessary changes to culture and practice to take forward the strategic and transformational agenda and ensure that appropriate structures are set, implemented and maintained.
- Identify opportunities for sharing resources, risk and commissioning with other local authorities and partners in the public and private sector.
- Build and lead successful joint working arrangements both with internal and external service providers, together with regional and local agencies to deliver high quality, cost effective services across both authorities.
- Ensure resources are deployed effectively to meet corporate and service performance priorities.
- Enhance the Council's reputation by promoting a positive image of the organisation to customers, partners and national and regional bodies.

Key Accountabilities

1. Provide clear executive leadership and strategic focus in the development, delivery and monitoring of the respective Councils' corporate strategies, objectives and priorities.

2. Ensure day to day operational contact and cover across the services within the remit of the respective Directorate roles.
3. Undertake emergency planning responsibilities consistent with the senior manager responsibilities reflected within Southampton City Council, which will be determined on an operational basis to reflect the nature of the dual-site role of the post holder.
4. Work pro-actively and closely with colleagues on the Board of Directors/Chief Officer management groups to identify, create and embed the necessary, sustainable changes in culture and practice to meet the strategic and transformational needs and aspirations of the respective Councils.
5. Take a strategic lead on a portfolio projects/ programmes/ assignments and the associated financial management and budgets, providing Senior Managers with sponsorship of the projects they are delivering and appropriate line management support.
6. Financial management accountability for the Joint Director Environment will rest with the post holder and be discharged in practical management terms through the senior managers based in the Environment Directorate of Southampton City Council.
7. Develop a positive model of valuing staff, effective communication and engagement, a 'healthy' organisational culture and high personal commitment and motivation on the part of all staff to achieve the best possible outcomes for our customers.
8. Ensure that all employees are aware of the aims, objectives and achievements of the Council and the standards of behaviour and performance expected.
9. Manage and maintain a coherent framework of performance management which ensures that Senior Managers lead, inspire and develop their staff to perform to the best of their abilities to achieve corporate objectives and performance management standards.
10. Develop, having regard to the nature of the Joint Director Environment post, clear and robust day to day management within Southampton City Council through the Council's Senior Management Team and Directorate management team, notably through close working with the Senior Manager-Environment.
11. Undertake line management responsibilities as appropriate - Line management responsibilities will be clarified to form an attachment to the final Job Description prior to the commencement of the post on 1st April 2012.
12. Develop and maintain constructive relationships between the Council and other local authorities, central government, the business and industrial sector and principal community and voluntary organisations and agencies.

13. Ensure the Council is able to demonstrate compliance with all policies and procedures, and robust management of health and safety, equal opportunities, customer care, emergency and business continuity planning, security and work standards.
14. Represent the Council without bias as an ambassador for the organisation, promoting the city and region, locally, nationally and internationally for the benefit of its community and commercial sector.
15. Work with lead members on policy and management issues, to avoid/manage any conflicts which may arise as a result of the strategies, policies and activities of the Council and its political leadership.
16. Be the lead director in dealings with, and manage Council relationships with, key service partners at local, Sub Regional and Regional levels.
17. Ensure that service plans and programmes are fully reflected in corporate strategies and are designed, commissioned/procured and delivered in the most effective, efficient and equitable manner.
18. Manage internal working arrangements ensuring key policy plans particularly those at strategic level accurately reflect corporate values and strategy.
19. Contribute to the strategic leadership of both the respective Councils and Directorates through attendance at scheduled meetings as required, including but not definitively Director's Board; Corporate Management Board; Directorate Management Meetings; scheduled meetings with lead members; Cabinet; Full Council; Scrutiny meetings.
20. To deputise for the Chief Executives in areas of own accountability as may be required.
21. To undertake any such duties and responsibilities determined by the Chief Executive commensurate with the nature of the post.
22. Within the Isle of Wight Council be the responsible director for strategic leadership and management of the functional responsibilities listed below:
 - a. Planning & Regulatory Services
 - b. Waste & Fleet Management
 - c. Highways, Transport & Highways PFI
 - d. Recreation, Leisure and Open Spaces
 - e. Economy, Tourism & Events
 - f. Strategic Asset Management

- g. Streetscene & Community Safety
 - h. Fire & Rescue Service
 - i. Procurement & Contract Management
23. Within Southampton City Council be the responsible director for strategic leadership and management of the functional responsibilities listed below, and cross-directorate or corporate initiatives as identified and impacting on these services:
- a. Housing Services
 - b. Streetscene & Community Safety (including emergency planning)
 - c. Waste & Fleet Transport
 - d. Regulatory Services
24. Provide strategic leadership and responsibility for the coordination of planning and sustainability, housing and highways arrangements on behalf of the City Council internally and externally.

DIRECTOR OF ENVIRONMENT: PERSON SPECIFICATION

Knowledge and Experience

- Educated to at least first degree level and/or an equivalent relevant professional qualification and significant evidence of continuing professional development.
- A track record of successfully leading a large multi-disciplined organisation through major change and delivering outcomes at a senior corporate level in a demanding, complex and politically sensitive environment.
- A clear understanding of the way in which the role and function of Local Government will change over the next decade.
- A successful track record of influencing, providing balanced professional advice and guidance to, and working productively with, senior decision makers in a complex political setting.
- Experience of leading, inspiring and motivating a range of diverse professional groups of staff to achieve progressively higher standards of service delivery, service improvements and cost reductions within challenging organisational circumstances.
- A strong and evidenced track record of effective partnership working with a wide range of communities, partner organisations, private sector providers, public agencies, voluntary bodies and statutory authorities.

- A strong track record of driving up levels of performance and ensuring that the organisation has the capacity to respond to clear community leadership.
- Extensive experience of resource and risk management including setting, managing and monitoring challenging budgets, the interpretation of financial management information and the delivery of major projects and complex programmes.
- A strong portfolio of achievement and a successful track record in business planning, decision making, policy implementation, quality and performance.
- Evidence of having used diversity in practical ways, to increase and enhance levels of organisational performance.
- Be able to demonstrate underpinning personal values, attitudes and behaviour and a proven track record of commitment to the portfolio / area of service responsibility.
- Have had responsibility for complex operational delivery and the challenges associated with the relevant service areas.

Key Competences, Skills and Personal Qualities

- A strategic and visionary thinker with high level analytical skills and strong achievement drive.
- Exhibits a passion for innovative models of seamless public service provision and delivery with a market orientated approach and a strong focus on understanding, interpreting and delivering the needs and wants of customers in cost effective, value for money ways.
- A corporate leader and excellent manager who is visible and accessible as well as determined and positive enough to successfully drive forward the ambitions, challenges and plans of the Council.
- The ability to provide professional advice confidently and tactfully, expressing a viewpoint and providing strategic direction.
- The ability to handle competing and multiple priorities and a challenging workload competently in a complex political environment.
- The ability to interpret and understand complex financial and budgetary issues and legislation.

- The ability to develop the leadership role of the city council in civic governance beyond the council's formal statutory powers and responsibilities.
- Have a personal and professional style of approach to leadership and management which is open, engaging, purposeful and facilitative but also a proven ability to make, implement and sustain difficult decisions.

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Document is Confidential

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