



LONDON BOROUGH OF
HARROW

Chief Officers' Employment Panel Agenda

Date: Thursday 4 January 2024

Time: 5.15 pm

Venue: Meeting Room 4, First Floor - Harrow Council
Hub, Forward Drive, Harrow, HA3 8LU

Membership (Quorum 3)

Chair: Councillor Paul Osborn

Conservative Councillors: Marilyn Ashton (VC)
Stephen Greek
Pritesh Patel

Labour Councillors: David Perry
Natasha Proctor
Vacancy

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 07825 726493 E-mail: alison.atherton@harrow.gov.uk

Useful Information

Attending the Meeting in Person

The venue is accessible to people with special needs. If you have specific requirements, please contact the officer listed on the front page of this agenda.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Chief Officers' Employment Panel – Harrow Council](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Agenda publication date: Thursday 21 December 2023

Agenda - Part I

1. **Membership**
To note under the provisions of the formula membership the attendance of any nominees.
2. **Declarations of Interest**
To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from all Members present.
3. **Minutes** (Pages 5 - 6)
That the minutes of the meeting held on 16 November 2023 be taken as read and signed as a correct record.
4. **Recruitment of the Director of Legal and Governance (Monitoring Officer)** (Pages 7 - 16)
Report of the Managing Director
5. **Approval of Remuneration Package for the Assistant Director of Regeneration** (Pages 17 - 26)
Report of the Corporate Director of Place
6. **Exclusion of the Press and public**
To resolve that the press and public be excluded from the meeting for the following item of business:

Agenda Item No	Title	Description of Exempt Information
7.	Severance Package of £100k or greater	Information under paragraphs 1 (contains information relating to any individuals) and 3 (information relating to the financial and business affairs of any particular person (including the authority holding that information)).

Agenda - Part II

7. **Severance Package of £100k or greater** (Pages 27 - 32)
Report of the Corporate Director of Place

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Chief Officers' Employment Panel

Minutes

16 November 2023

Present:

Chair: Councillor Paul Osborn

Councillors: David Ashton
Marilyn Ashton
Simon Brown
Stephen Greek
David Perry

Apologies received: Councillor Natasha Proctor

63. Membership

RESOLVED: To note that there were no nominee Members in attendance.

64. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

65. Minutes

RESOLVED: That the minutes of the meeting of the Chief Officers' Employment Panel held on 31 August 2023 be taken as read and signed as a correct record.

Recommended Items

66. Employment arrangements for the Head of Paid Service (Managing Director)

Members received a report which set out the employment arrangements for the Head of Paid Service (Managing Director) and contained Human Resources and Legal advice.

Resolved to RECOMMEND (unanimously): (to Council)

That the current fixed-term arrangements for Alex Dewsnap, Head of Paid Services (Managing Director) be extended for a further three years until 2026 in accordance with the terms and conditions governing Chief Officer posts and subject to there being no 'material or well-founded objections' by members of Cabinet.

RESOLVED: That the Panel reconvene in early 2026 (in advance of the end of the current fixed term arrangements) to consider the appropriate process to recruit to the Head of Paid Service (Managing Director) role.

(Note: The meeting, having commenced at 5.15 pm, closed at 5.20 pm).

(Signed) Councillor Paul Osborn
Chair



**Report for: Chief Officers'
Employment Panel**

Date of Meeting:	4 January 2023
Subject:	Recruitment of the Director of Legal and Governance (Monitoring Officer)
Responsible Officer:	Alex Dewsnap – Managing Director (Head of Paid Service)
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1 – Role Profile for the Director of Legal and Governance (Monitoring Officer)

Section 1 – Summary and Recommendations

This report outlines the recruitment process for the Director of Legal and Governance (Monitoring Officer) position. The Panel is requested to approve the recruitment process and remuneration package for advertising.

Recommendations:

The Panel is requested to:

- Approve the appointment process for the Director of Legal and Governance (Monitoring Officer) post and the remuneration package of £132,168 - £145,575 (D3).

Section 2 – Report

Director of Legal and Governance (Monitoring Officer)

The Director of Legal and Governance (Monitoring Officer) post is a key role for the Council and holds significant responsibilities in how the Council manages and delivers services to residents. The previous permanent post holder retired and left the Council in April 2023. An interim arrangement was put in place to ensure the Council could fulfil its statutory responsibilities, allowing the Head of HB Public Law to act up in the post of Director of Legal and Governance and be designated Monitoring Officer until the permanent recruitment process is completed.

The proposal is to advertise the post on the London Borough of Harrow jobs page and associated job boards for three weeks in line with the Council's recruitment practices. Suitable candidates will be shortlisted by a panel chaired by the Managing Director (Head of Paid Service) and an external Technical Specialist who is a current Director of Legal and Governance post holder within London. The interview and decision to appoint will then be carried out by the Panel.

Legal Implications

The Chief Officers' Employment Panel has delegated powers to:

- Approve remuneration packages of £100,000 or over for any Council post; and
- To appoint Chief Officers.

Full Council is required to designate one of its officers as Monitoring Officer. As the Monitoring Officer role is an essential element of the Director of Legal and Governance post, full Council will need to designate the successful candidate to this role before the appointment can be confirmed.

As the Director of Legal and Governance is a chief officer post, an offer of employment can only be made once members of the Executive have been given 5 clear working days to express any material and well-founded objection.

The Panel is required to report back to the Council all approved remuneration packages of over £100k.

Financial Implications

The Director of Legal and Governance (Monitoring Officer) role is graded at D3, £132,168 - £145,575. The cost of this post, which is budgeted for, and part of the establishment, is £198,619 (including employers oncosts).

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

- One of the responsibilities of this postholder is to promote equality, diversity and inclusion and the reduction of inequalities, ensuring that everyone can contribute through everyday actions to deliver the required health and wellbeing outcomes.

Council Priorities

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 – Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed by the Chief Financial Officer

Date: 20/12/2023

Statutory Officer: Caroline Eccles

Signed on behalf of the Monitoring Officer

Date: 20/12/2023

Chief Officer: Alex Dewsnap

Signed by the Managing Director (Head of Paid Service)

Date: 20/12/2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Akhil Wilson, Head of Resourcing, Akhil.wilson@harrow.gov.uk

Background Papers: None

If appropriate, does the report include the following considerations?

- | | |
|-----------------|----|
| 1. Consultation | NO |
| 2. Priorities | NO |

Role Profile

Job Title:	Director of Legal and Governance.
Grade:	D3
Directorate:	Legal & Governance Services
Reports to:	Managing Director and Head of Paid Services
Date	June 2023

Role Purpose

This post is responsible for the strategic leadership and general management of the Legal & Governance Directorate, the development and expansion of HB Public Law and the discharge of specific statutory functions, in line with priorities laid out in the Council's Corporate Plan and service plans. The postholder will also be the Council's statutory Monitoring Officer.

The post is a member of the Corporate Leadership Team responsible for establishing and implementing a vision for Harrow in the development of its services, organisation and workforce. The post reports directly to the Managing Director (Head of Paid Service).

HB Public Law provides legal services to both Harrow and a number of other local authorities and other public sector clients. Harrow is ambitious to expand the Practice in the future.

Job Context

- **Budget** - Responsible for the effective management of £14.4 million:
 - A total revenue budget in the order of £8m
 - A total revenue income budget in the order of £6.4m in 2015/16
- **Staff** - Responsible for:
 - Direct Reports 4
 - Overall Staff Numbers 170 (including those providing services to other local authorities)

Other relevant dimensions

Responsible for delivering services to and acting as a senior officer and Monitoring Officer in a number of local authorities and accountable to a Board made up of Chief Officers from those authorities. For Monitoring Officer roles for other councils there will be secondment agreements between Harrow and those other council and there will be separate remuneration through Harrow for those services.

Several of the functions and appointments are personal to the post holder and are discharged independently of any employment with Harrow. The Authority has agreed to indemnify the post holder in respect of any liabilities arising from those appointments. The appointment as Monitoring Officer affords specific employment protection, and in acting as Solicitor to the

Council the post holder is governed by the rules of the Law Society and the Solicitor's Regulatory Authority.

Generic Duties / Context

Fulfil the following statutory roles and ensure that the associated statutory duties are discharged:

1. Chief Legal Adviser and Solicitor to the Council.
2. Registrar of Land Charges.
3. Proper Officer for Births, Deaths & Marriages.
4. Monitoring Officer under s5 Local Government & Housing Act 1989.
5. Management of the elections team and delivery of elections.
6. Deputy Electoral Registration Officer under the Representation of the People Act 1983.
7. Deputy Returning Officer under s41 of the Local Government Act 1972.
8. RIPA Monitoring Officer responsible for compliance with the Regulation of Investigatory Powers Act 2000 and related legislation.
9. Honorary Secretary to the Mayor of Harrow's Charity and the Edward Harvist Trust.
10. Register organisations under the Gambling, and Lotteries and Amusement Acts.
11. Execute and seal documents in accordance with the Constitution; and
12. Discharge the Authority's Powers and meet its responsibilities as set out in Part XI Local Government Act 1972.
13. Appeals against Assets of Community Value Officer.
14. Proper Officer under the Local Government Act 1972.

Lead and direct the strategic and general management of the following services on behalf of the Council:

15. In-house Legal Practice.
16. Corporate Governance.
17. Democratic support to the Council's decision-making process.
18. Registration of Births, Deaths & Marriages.
19. Citizenship Services.
20. Mayoralty.
21. Political Group Office Support.
22. Elections.
23. Electoral Registration.
24. Land Charges.
25. Ombudsman Complaints.
26. Constitution & Scheme of Delegation.
27. Governance Board.
28. Strategic Monitoring Board for HB Public Law.
29. Complaints against elected Members.
30. Whistleblowing policy and procedure.
31. Lead and direct the delivery of services provided to other organisations by HB Public Law ensuring compliance with contract and regulatory requirements.
32. Lead the development and expansion of the legal practice.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals.

Our three values are: **Be Courageous**, **Do It Together** and **Make It Happen**

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

	Generic Duties / Accountability
1.	Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
2.	Ensure compliance with your responsibilities as laid out in the council's health and safety policy and take an active role in promoting a positive health and safety culture.
3.	Promote and participate in the council's individual performance appraisal and development initiatives.
4.	Ensure compliance with the council's information security policies and maintain confidentiality.
5.	Lead and manage the Division so that services provided are responsive to customer requirements, accessible to all areas of the community, and provide value for money.
6.	Develop the structures, systems, and policies, necessary to support effective service delivery and to enable "continuous improvement".
7.	Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision.
8.	Promote, develop, and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members, and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
9.	Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives.
10.	Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively, and precedents are set for the resolution of similar issues.
11.	Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
12.	Develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.

13.	Prepare monitor and control Divisional budgets to ensure that income/expenditure is in line with agreed plans.
14.	Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
15.	Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives.
16.	Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
17.	Evaluate the environmental impacts of services and take action to minimise these impacts over time.
18.	Support the operation of local and general elections when requested by the Returning Officer.
19.	Contribute to the overall management and strategy of the Directorate.
	Service Specific Duties
20.	Support the Standards Committee to discharge both current and anticipated responsibilities.
21.	Maintain the Constitution and ensure it is up to date and fit for purpose.
22.	Maximise the income to be derived from services.
23.	Support the Leader of the Council in upholding high standards of Councillor behaviour.
24.	Comply with Electoral Commission performance standards for Electoral Registration Officers & Returning Officers, exceeding them where resources allow.
25.	Develop and implement quality assurance measures to underpin service delivery and minimize risk.
26.	Personally undertake and advise on the most high-profile matters supported by the Practice which are affecting the Council.
27.	Act as the Council's RIPA Monitoring Officer so that it complies with the Regulation of investigatory Powers Act 2000 and related legislation.
28.	Develop links with peers in other authorities to maximise the opportunities of shared working & procurement and the development of new ideas.
29.	Support the London Boroughs' Legal Alliance and Lawyers in Local Government where this is of benefit to the role and the Council.
30.	Provide updates and training to Councillors and officers so that they are aware of and can take advantage of new legislation.

31.	Contribute to the Corporate Strategy Board other corporate initiatives as appropriate to the role.
32.	Support the Council's Emergency Response function as Duty Director as and when timetabled.
33.	Act as 'Deputy Gold' in support of the Chief Executive as part of London's Emergency Response function.

The post holder must be a qualified Solicitor with both a current Practising Certificate and substantial, senior level, post qualification experience of UK Local Government Law including Governance Law. Experience of managing: the diverse range of services delivered by the Department; budgets and fundamental change are essential. Political acumen and sensitivity are key to the successful discharge of the Monitoring Officer role. Relevant management experience and evidence of continuing professional and personal development are also important.

SELECTION CRITERIA

The selection criteria specifies the knowledge, experience, skills, abilities, qualifications and training required to perform the duties of the post for which you are applying. In your application you will need to explain how your knowledge, experience, skills, abilities gained in paid or unpaid work, study, or training, meets each of the selection criteria marked as essential below, including your awareness, understanding and commitment to equality and diversity in employment and service delivery. If you fail to do so, you will not be shortlisted.

Shortlisting will be on the basis of assessing the selection criteria marked Essential.

Knowledge Indicator	Essential	Desirable
<ul style="list-style-type: none"> at least three legal specialisms delivered by the Practice, local authority governance, and effective practice management & compliance with Lexcel standards, running elections. 	✓	
Experience	Essential	Desirable
(Significant experience of: <ul style="list-style-type: none"> legal practice management, managing senior legal managers, improving team and individual work performance, advising senior clients, fronting a legal practice, resolving client complaints, effective recruitment, effectively dealing with underperforming staff and those accused of misconduct, undertaking high profile roles at elections. 	✓	

Education, Qualifications and Training	Essential	Desirable
<ul style="list-style-type: none"> Qualified Solicitor or Barrister with significant PQE and evidence of structured career development and training to include practice management. 	✓	
Skills and Abilities	Essential	Desirable
<p>Must be able to:</p> <ul style="list-style-type: none"> demonstrate both a credible and professional presence for clients. evidence political sensitivity. inspire confidence in clients and specialist staff teams, and evidence delivering excellent client care. 	✓	
Other Essential Factors	Essential	Desirable
<p>Able to work unsocial hours and/or at venues distant from Harrow, and to discharge election duties.</p> <p>Willing to undergo an enhanced Disclosure Barring Service (DBS) check or equivalent.</p>	✓	

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date



**Report for: Chief Officers'
Employment Panel**

Date of Meeting:	4 January 2024
Subject:	Approval of remuneration package for Assistant Director of Regeneration
Responsible Officer:	Dipti Patel – Corporate Director of Place
Exempt:	Public
Wards affected:	All
Enclosures:	Appendix 1 – Role Profile for the Assistant Director of Regeneration Appendix 2 – Structure Chart

Section 1 – Summary and Recommendations

This report seeks approval of the remuneration package for the new post of Assistant Director of Regeneration role within the Place Directorate.

Recommendations:

The Panel is requested to:

1. Approve the remuneration package for the Assistant Director of Regeneration role in line with the evaluated grade of D1 (£94,202 to £111,474).

Section 2 – Report

Assistant Director of Regeneration

The Regeneration team is currently understaffed and resourced by interim contractors. The permanent Director of Regeneration took up their post in September 2023, and is proposing to create a team of permanent staff, starting with the post of Assistant Director of Regeneration.

Following approval of the remuneration package by the Panel, the recruitment process will commence immediately, with a target date of Panel interviews for January 2024. The shortlisting panel will consist of the Director of Regeneration and Interim Assistant Director of Regeneration, who will act as Technical Expert.

Legal Implications

The Chief Officers' Employment Panel has delegated powers to:

- Approve remuneration packages of £100,000 or over for any Council post; and
- To appoint Chief Officers.

Although the bottom of the salary range is below £100,000, as the top of the range is above this level it is appropriate to request approval from the Panel.

The Assistant Director of Regeneration is not a statutory role and full Council will not be required to approve the appointment before it is offered to the successful candidate following the recommendation from the Panel.

The Panel is also required to report back to Council for information purposes on all such approved remuneration packages.

Financial Implications

The Assistant Director of Regeneration role is graded at D1, £94,902-£111,474

In 2016 the government announced the Capital Receipts Flexibility Scheme to support local authorities to deliver more efficient and sustainable services by allowing them to spend up to 100% of their fixed assets receipts on the revenue costs of reform projects. The flexibility has been extended on numerous occasions and is currently in place until 31 March 2025.

The 2023/24 Medium Term Financial Strategy (MTFS) includes a revenue budget of £1.25m for Regeneration. This is assumed to be funded under Capital Receipts Flexibility Scheme because the nature of this spend meets the capital flexibility criteria.

In the Draft 2024/25 MTFS, it is assumed that the Capital Flexibilities will be extended by a further year to 31 March 2026. This sum will be re-instated in 2026/27 i.e. revert to base budget funded.

The cost of Assistant Director of Regeneration will be met from within the £1.25m budget.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

- The role quoted in this report has a responsibility to deliver the Council's vision and values by addressing inequalities faced by the residents of Harrow.
- The responsibility of this postholder is to promote equality, diversity and inclusion and the reduction of inequalities ensuring that everyone can contribute through everyday actions to deliver the required health and wellbeing outcomes.

Council Priorities

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of Chief Financial Officer

Date: 13/11/2023

Statutory Officer: Jessica Farmer

Signed by the Monitoring Officer

Date: 11/12/2023

Chief Officer: Dipti Patel

Signed by the Corporate Director of Place

Date: 07/11/2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Akhil Wilson, Head of Resourcing, Akhil.wilson@harrow.gov.uk

Background Papers: None

If appropriate, does the report include the following considerations?

- | | |
|-----------------|----|
| 1. Consultation | NO |
| 2. Priorities | NO |

Job Title	Assistant Director of Regeneration		
Pay Grade	D1		
Directorate	Place	Division	Regeneration
Reports to	Director of Regeneration & Sustainable Development		
Budget (£)	Responsible for the effective management of delegated budgets: <ul style="list-style-type: none"> • Revenue budget in the order of £1.2m • Capital investments - £5m minimum (PA) • Oversees financial model for regeneration programme and HSDP 		
<p>Role Purpose</p> <p>The Assistant Director of Regeneration is part of the Place Directorate's extended management team. The role will be responsible for the Council's ambitious regeneration programme, ensuring Harrow delivers on its housing numbers in accordance with the London Plan, including:</p> <ul style="list-style-type: none"> • Supporting elected members and opposition in the development of strategies and policies to deliver excellent placemaking in Harrow through Regeneration. • Acting as the visible lead on Regeneration to residents, businesses and communities. Actively listening to concerns and taking responsibility for promoting fairness, equality and community cohesion. To champion the very highest standards of customer service. • Driving the council's regeneration and economic growth agenda in accordance with priorities set in the Borough Plan, Corporate Plan and development of Council Regeneration Strategy; Ensuring local people benefit from new development and growth in Harrow. <p>The Regeneration programme includes the design, development, and management of the Councils Joint Venture partnership with Wates Residential through the Harrow Strategic Development Partnership (HSDP). It will also lead on identifying future Council owned sites for development either through the partnership or via other delivery mechanisms.</p>			
<p>Measures of Success</p> <ul style="list-style-type: none"> • Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies. • To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture. • To motivate, train, develop and performance manage staff to effectively meet objectives. 			
Climate Vision			

Harrow is committed to helping staff and residents understand the impact of individual/organisational choices on climate. Contributing to our [Interim Climate Strategy](#) is an objective for every employee in terms of measuring success.

Tasks/responsibilities

A summary of the main areas of work. Whilst a job description should identify the main demands that the job places on the post holder, it should not be an exhaustive list of tasks.

1. Demonstrate visible leadership through the championing service transformation, customer service and change programmes through innovation, reform, modernisation, and continuous service review.
2. Lead the delivery of customer experience to enhance a culture of customer first, through digital services that improve resident experiences.
3. Strategically lead contributions of public/private sector and community to deliver the long-term Borough vision, including through Harrow Strategic Development Partnership (HSDP) , new mixed tenure housing, civic and community facilities and enhanced use of property assets.
4. Lead strategic business and service planning including long-term policy and strategy development and continuous service improvement, with a focus on results and outcomes.
5. Deputise for the Director of Regeneration and Sustainable Development where required and represent the Council to external stakeholders.
6. Lead strategic direction of operational delivery and performance. Including financial, people, project management and service performance, in compliance with Council policies and procedures and contributing to the Council Medium Term Financial Strategy.
7. Participate in effective civil emergency planning, leadership, and management
8. Lead commercial development of service areas, developing new products and services, through 'invest to save' opportunities, maximising income generation and grant funding, effective commissioning & procurement, and developing alternative delivery models.
9. Lead and develop external, strategic partnerships by working with local partners, authorities and other bodies, including, the West London Alliance, Greater London Authority, and London Councils.
10. Demonstrate a commitment to the Council's Equal Opportunities Policy and implement the policy in relation to the job responsibilities
11. Promote a positive health and safety culture.
12. Ensure compliance with the council's information security policies.

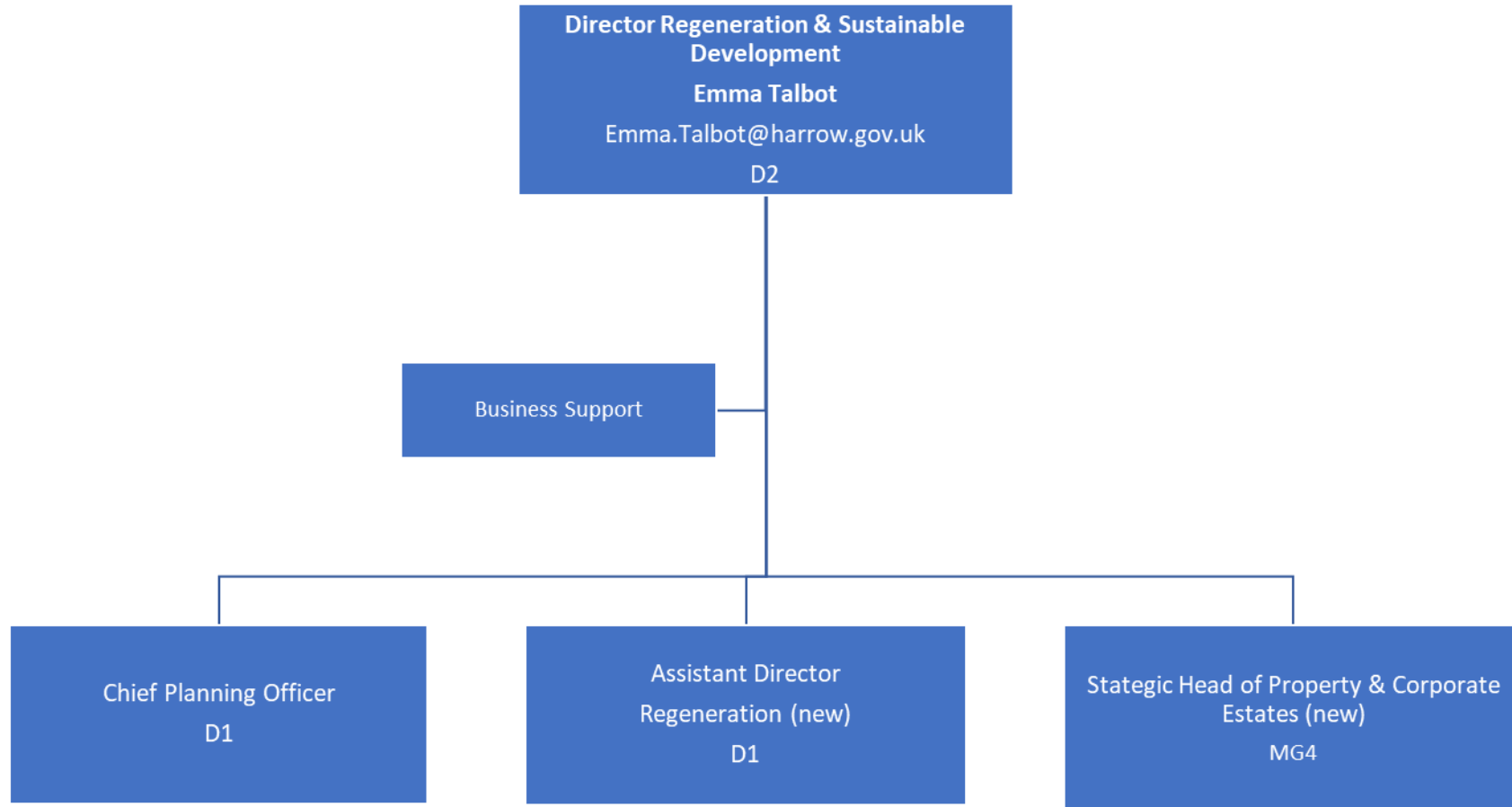
This list is not exhaustive, and duties may vary in line with service needs or grade.

Selection Criteria		
Qualifications, Knowledge and Experience, Skills, and Behaviours		
Role requirements	Essential	Desirable
1. Educated to degree level or equivalent or has the equivalent relevant work experience	X	
2. Proven track record of strategic place-based leadership including at least one of the following areas regeneration, development, or strategic planning alongside the transformation of services at a senior level.	X	
3. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to the functional area.		X
4. Knowledge and understanding of leading a complex and interrelated set of services, with a track record of integrating services to deliver better outcomes.	X	
5. Knowledge of innovative approaches to engage residents and businesses and a track record in co-designing and supporting community-led services with residents.		X
6. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, and MPs.		X
7. Ability to think, plan and act strategically and corporately, with a creative approach to problem-solving and prioritising activities.	X	
8. Demonstrated experience in delivering efficiency, identifying value for money and sound financial management.		X
9. Proven track record of creating and sustaining effective strategic partnerships, enabling collaborative working across boundaries and empowering others to achieve outstanding results.	X	
10. Display exceptional communication and presentation skills with the ability to communicate successfully at all levels & varied audiences.		
Other Requirements Able to work flexibly in response to the service needs of a 24/7 local council business and to participate in Duty standby rotas as required.		

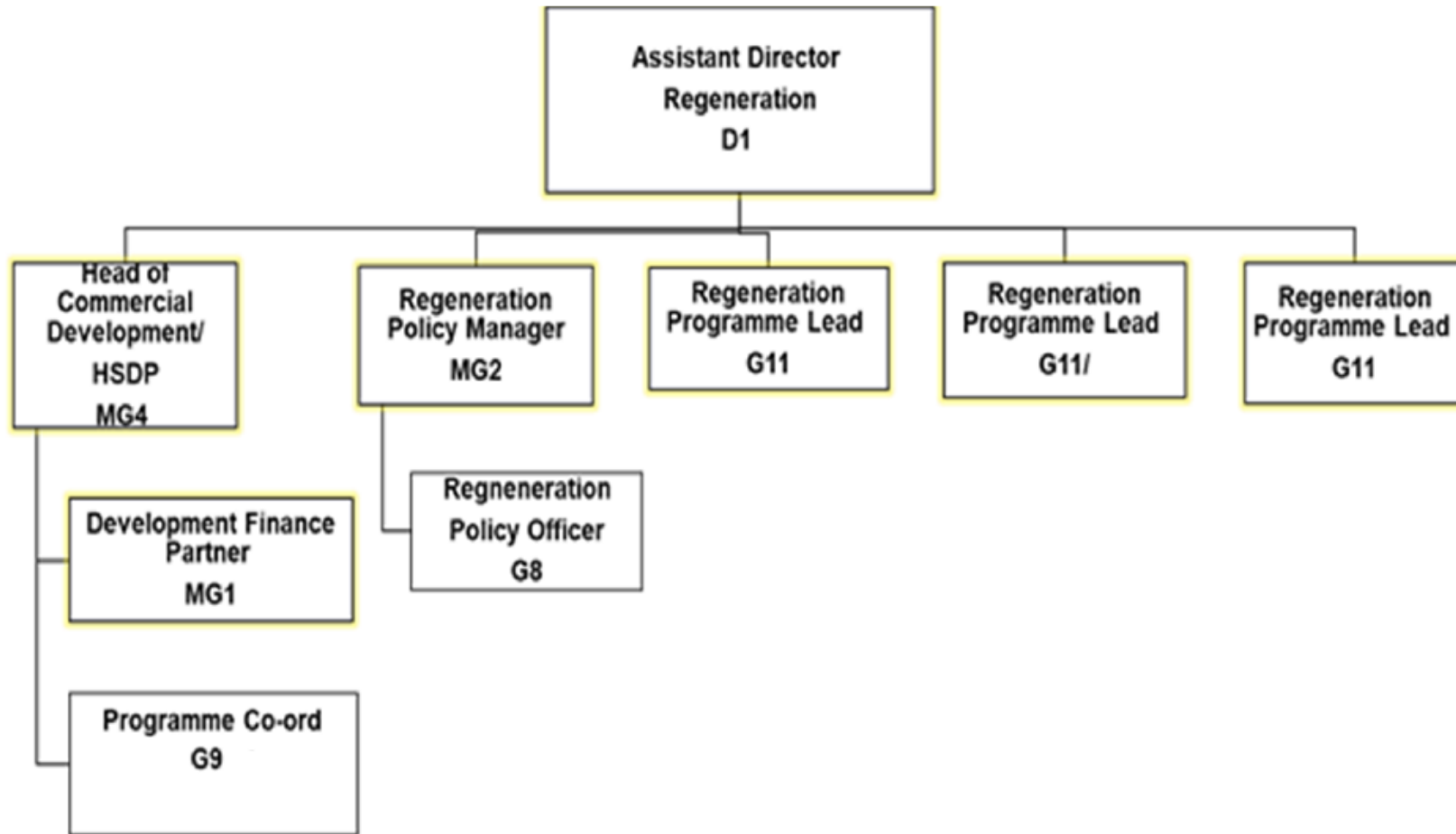
Manager Signature: Emma Talbot	Employee Signature
Job Title: Director of Regeneration	Job Title
Date 19/06/2023	Date

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Proposed Structure Regeneration & Sustainable Development



Proposed Regeneration Structure Oct 23



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