

Public Document Pack

NORTH HERTFORDSHIRE DISTRICT COUNCIL

EMPLOYMENT COMMITTEE

TUESDAY, 25TH AUGUST, 2020

SUPPLEMENTARY AGENDA

Please find attached supplementary papers relating to the above meeting, as follows:

Agenda No Item

4. **RECRUITMENT TO ROLES OF RETURNING OFFICER/ELECTORAL
REGISTRATION OFFICER AND SERVICE DIRECTOR -
TRANSFORMATION** (Pages 3 - 26)

REPORT OF THE MANAGING DIRECTOR

To consider recruitment to the roles of Returning Officer/Electoral
Registration Officer and Service Director – Transformation.

6. **RECRUITMENT TO ROLES OF RETURNING OFFICER/ELECTORAL
REGISTRATION OFFICER AND SERVICE DIRECTOR -
TRANSFORMATION** (Pages 27 - 44)

REPORT OF THE MANAGING DIRECTOR

To consider recruitment to the roles of Returning Officer/Electoral
Registration Officer and Service Director – Transformation.

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**EMPLOYMENT COMMITTEE
25 AUGUST 2020**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: RECRUITMENT TO ROLES OF RETURNING OFFICER/ELECTORAL REGISTRATION OFFICER AND SERVICE DIRECTOR TRANSFORMATION

REPORT OF THE MANAGING DIRECTOR

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the background to the process for recruitment thus far and the recommendations for the statutory post of Returning Officer/Electoral Registration Officer and to the part-time, fixed term, new Service Director Transformation post.

2. RECOMMENDATIONS

- 2.1. That the Employment Committee interview the candidates for the two roles.
- 2.2. That the Employment Committee note the content of this report.

3. REASONS FOR RECOMMENDATIONS

- 3.1. The details of the two roles are contained in the part 2 report, this report sets out the background.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. The statutory roles of Returning Officer/Electoral Registration Officer (RO/ERO) were previously held by the Chief Executive. During the recent senior management changes that created the Managing Director post it was decided to separate the roles of RO and ERO from the Head of Paid Service and consider the different options for undertaking these functions. Consultation on the proposal has been carried out with relevant staff.
- 4.2. The Service Director Transformation post was created to deliver upon some of the recommendations from the Local Government Association Corporate Peer Challenge (CPC). Alternative options such as a permanent post, number of hours and delivering transformation through the current structure were considered but discounted. On balance it was considered that the proposed fixed term, part time, role provided the best balance of impact and cost.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Leader was consulted on the proposal for the RO/ERO role prior to commencement of the consultation with relevant staff.
- 5.2. Cabinet and Full Council in approving the CPC Action Plan agreed to the creation of, and budget for, the Service Director Transformation post.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1. The RO/ERO roles have previously been held by the Council's Chief Executive. This has been reviewed in the light of the changes that created the Managing Director role. The clear view of the previous Chief Executive was that the roles should be held elsewhere in the organisation, due to the pressures on the Head of Paid Service role. Consultation on the proposed approach has been undertaken with relevant staff. The consultation has been paused pending interview by the Employment Committee of the proposed RO/ERO. In the interim, as set out in the constitution, the Service Director Legal and Community has been Acting RO/ERO. Attached at Appendix A are extracts from the Electoral Commission's guidance on RO roles and responsibilities (full document https://www.electoralcommission.org.uk/sites/default/files/pdf_file/LGEW-MAY-RO-Part-A-role-and-responsibilities.pdf) and ERO roles and responsibilities (full details <https://www.electoralcommission.org.uk/running-electoral-registration-england/your-role-and-responsibilities-electoral-registration-officer>).
- 7.2. As stated in paragraph 4.2 the Service Director Transformation post has been created as part of the response to the CPC recommendations. The initial scope for the transformation programme is attached at Appendix B. In accordance with the Cabinet and Council recommendations this initial scope was agreed by the Leader, Deputy Leader, Executive Member for Finance and IT, Service Director Resources and the Managing Director.

8. RELEVANT CONSIDERATIONS

Returning Officer/Electoral Registration Officer

- 8.1 The RO is the person who has overall responsibility for the conduct of any elections held within the district (ie both district and parish council elections). They are an officer of the council who is appointed under the Representation of the People Act 1983 ('the Act'). The ERO is a person who has the statutory duty to compile and maintain the electoral roll, which includes conducting the annual canvass. This is also a position that has to be appointed under the Act. Further details are contained in Appendix A.

Service Director Transformation

- 8.2 Prior to creating the role the scope for the initial transformation programme was created (see paragraph 7.2 above). A job description and person specification were then created to deliver the programme. These are attached at Appendices C and D.

8.3 The role was advertised internally only, on the basis that there were known to be a good pool of potential candidates. Early recruitment also meant that if no suitable candidate was identified internally then the exercise could be re-run for external candidates.

8.4 The advert was posted on 17 July 2020, with a deadline of 3 August 2020. At the initial stage candidates had to complete an application form which was assessed at the shortlisting stage. Shortlisted candidates were then asked to complete online literacy and numeracy tests.

8.5 The next stage was a written test which candidates were given one hour to complete:

The transformation programme initial scope includes 'Investigate and establish the opportunities for better use of data and data analytics to improve the basis for our decision making and service delivery'. Produce a briefing note to explain the opportunities you believe exist for the Council to make better use of its data.

8.6 Finally the candidates attended an interview with a panel of three, during which they had to provide a presentation and answer competency based questions from the panel. The presentation question was:

The Council has as one of its priorities "Continuing to be a welcoming, inclusive and efficient Council. How can the transformation programme deliver against that priority?"

8.7 Due to the pandemic all stages of the recruitment process were conducted online, with the panel interviews conducted via video conferencing.

9. LEGAL IMPLICATIONS

9.1. The Council's Constitution sets out the terms of reference for the Employment Committee which states at 10.3.4(b) "To interview and appoint candidates for the posts of Service Director, and to interview and recommend to Council the appointment of Monitoring Officer, Chief Finance Officer and Returning Officer/ Electoral Registration Officer."

10. FINANCIAL IMPLICATIONS

10.1. Full Council has previously approved the fees for the RO role, and the transformation budget which includes the staffing budget. Prior to the creation of the Service Director roles in 2018 the posts were subject to an external job evaluation exercise by Hay to determine the salary level for each post. The new post is consistent with the salary for the permanent service director posts, pro-rated as it is part-time.

11. RISK IMPLICATIONS

11.1. The proposals contained within this report for future senior management arrangements of the Authority have regard to the adopted risk and opportunities framework in seeking to ensure that the Council manages its risks in an efficient and effective manner.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. The Council's Recruitment Policies are developed and consulted upon in a way which complies with the Equalities Act 2010.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

- 14.1. There are no known Environmental impacts or requirements that apply to this report.

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 The Human Resources Implications are contained within the body of the report. The Human Resources Services Manager played a full role in the recruitment as part of the recruiting panel.

16. APPENDICES

- 16.1 Appendix A – Roles and responsibilities for RO and ERO
- 16.2 Appendix B – Initial Scope for Transformation Programme
- 16.3 Appendix C – Service Director Transformation Job Description
- 16.4 Appendix D – Service Director Transformation Person Specification

17. CONTACT OFFICERS

- 17.1 Anthony Roche, Deputy Chief Executive
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- 17.2 Ian Fullstone, Service Director Regulatory
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- 17.3 Rebecca Webb, Human Resources Services Manager
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- 17.4 Jeanette Thompson, Service Director Legal and Community
jeanette.thompson@north-herts.gov.uk; ext 4370
- 17.5 Antonio Ciampa, Accountancy Manager
antonio.ciampa@north-herts.gov.uk; ext 4566

17.6 Reuben Ayavoo, Policy and Community Engagement Manager
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18. BACKGROUND PAPERS

18.1 None.

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Returning Officer role and responsibilities

- 3.4 As RO, you play a central role in the democratic process. Your role is to ensure that the election is administered effectively and that, as a result, the experience of voters and those standing for election is a positive one. You should set out at an early stage what you want to achieve and what success would look like for you.
- 3.5 As local government RO you are personally responsible for the conduct of the local government election, including:
- publishing the notice of election
 - administering the nomination process
 - printing the ballot papers
 - publishing the notice of poll, statement of persons nominated and notice of situation of polling stations
 - the provision of polling stations
 - appointing Presiding Officers and Poll Clerks
 - managing the postal voting process
 - verifying and counting the votes
 - declaring the result
- 3.7 Your duties as RO are separate from your duties as a local government officer. As RO you are not responsible to the council but are directly accountable to the courts as an independent statutory office holder.
- 3.8 While you can appoint one or more persons to discharge any or all of your functions, you cannot delegate your personal responsibility for delivering the election

Your skills and knowledge

- 3.9 You should have a working knowledge of the legislation governing the conduct of the election. This means that, in addition to having a clear understanding of your statutory functions, you should have an overview of what the legislation contains and an understanding of how it affects the administration of the election, so that you can review, question where necessary, and quality-assure the whole process.
- 3.10 There are management responsibilities attached to your role. For example, you should:
- command the required staff and resources to deliver a well-run election
 - draw the necessary support, skills and expertise from across your own local authority
 - oversee the planning, project management and risk management of the election and incorporate any lessons learnt from previous polls
 - identify and oversee any actions necessary to mitigate any issues arising
 - ensure that staff are appropriately trained to deliver the roles required of them
 - support the staff administering the election and provide appropriate oversight of their work
 - provide direction to staff, monitor progress and receive regular feedback on activities
 - if you are not also the ERO, maintain an effective working relationship with them

- maintain an effective working relationship with your police Single Point of Contact (SPOC)
- ensure that election accounts are completed in a timely manner

Your role and responsibilities as Electoral Registration Officer [extracts from Electoral Commission website]

As Electoral Registration Officer (ERO) you are responsible for compiling and maintaining the register of electors.

What are the duties of an Electoral Registration Officer?

The statutory functions, including the duties of the ERO, are set out in legislation. Further duties can be imposed by a direction of the Secretary of State.

The Secretary of State has a power to direct EROs in the discharge of their functions but can only exercise this power of direction on, and in accordance with, a recommendation of the Electoral Commission.

The local authority that appointed you as ERO must provide the resources needed to discharge your statutory functions. Any expenses properly incurred by you in performance of your functions must be paid by the local authority that appointed you.

Maintaining the electoral register

As ERO you have a duty to maintain:

- a register of parliamentary electors
- a register of local government electors

These registers contain details of those who are registered to vote and must be combined as far as is practicable. Any reference to the register in our guidance should be taken as a reference to the combined registers unless otherwise stated.

Ensuring registers are accurate and complete

You need to publish registers that are as accurate and complete as possible.

By accurate we mean that there are no false entries and by complete we mean that every person who is entitled to have an entry in an electoral register is registered.

You have a duty under Section 9A of the Representation People Act 1983 (as amended by the Electoral Registration and Administration Act 2013) to take all necessary steps to comply with your duty to maintain the electoral register, and to ensure, as far as is reasonably practicable, that all those eligible (and no others) are registered in it.

The steps required under Section 9A include:

- sending at least one canvass communication to any address
- sending a canvass form more than once
- making on one or more occasions house to house inquiries
- making on one or more occasions contact by telephone
- making contact by such other means as the registration officer thinks appropriate with persons who do not have an entry in a register

- inspecting any records held by any person which he is permitted to inspect under or by virtue of any enactment or rule of law
- providing training to persons under his direction or control in connection with the carrying out of the duty

You must actively consider each of the steps listed and take all such action that you consider necessary in order to fulfil your duty to maintain the register of electors. The steps do not need to be taken in any particular order.

If you fail to take these steps, you may be in breach of official duty, which on summary conviction can result in a fine not exceeding level 5 on the standard scale.

You are also required by law to take specified steps to follow up on particular canvass non-responses, including making contact with the property or an individual.

Any potential new electors identified will also need to be sent an Invitation to register (ITR) and a registration application form, and you will need to take the specified steps – issuing two reminders and a personal visit - to follow up with any ITR non-responders. These processes will not all be linear and will need to be carried out concurrently.

These duties apply throughout the year and not just during the canvass period.

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Transformation Programme

Challenge

The challenge from the Corporate Peer Challenge - develop an internal transformation programme reimagining the customer experience.

Opportunity

The Covid-19 pandemic has changed how we work and how we deliver some of our services to our community. This creates an opportunity to build on the channel shift work and Artificial Intelligence work that has already taken place, to take it further and faster than previously thought possible. In addition, the Council can take the opportunity to review its working practices to bring about efficiencies and/or opportunities to invest more in priority areas.

Outputs

Changing how services and information are accessed and used, delivering modern online and other digital solutions. This is quicker and more convenient for our customers as services can be accessed at a time convenient to them and crucially it makes us more efficient and responsive. Consider how residents can be supported, assisted, and upskilled to use digital solutions as part of our wider agenda to promote digital channel shift.

Enable the Council to be agile, responsive, and data-enabled.

That the transformation workstreams become Business As Usual by the end of the programme.

Supporting the Council priority of "Continuing to be a welcoming, inclusive and efficient Council".

Initial Workstreams

Continue with the current Artificial Intelligence/Bots work. Proof of concept has been established, now needs to be expanded and delivered

Investigate and establish the opportunities for better use of data and data analytics to improve the basis for our decision making and service delivery

Expand and speed up the channel shift work, reduce reliance on face to face and telephone contacts to self-serve and online

Deliver the councillor and customer portals with the customer portal being added to the Council's website, co-ordinating with the upgrade of the Council's website as required

Corporate Peer Challenge Action Plan actions identified for the transformation programme

Linking with the Shaping Our Future programme to Identify the specific and general skills developments that are required to embed a customer transformation approach.

Identify and scope further workstreams to achieve the required outputs from the transformation programme

Resources

Full Council has approved that the Special Reserve be used to fund a small transformation team for a period of 18 months from October 2020, with an estimated total cost of £150k (£50k in 2020/21 and £100k in 2021/22). This is based on a part-time (0.4WTE) Service Director Transformation and two supporting officers for a period of 18 months from October 2020.

This post will ensure that the customer journey remains the focus of the technical developments that are taking place.

Additionally further resource will be seconded to the project as required (likely part time whilst continuing existing duties). Potential admin support has been identified if required, additional IT resource is likely to be required. Any additional resource above the SD and two supporting officers will fall outside the approved budget and will essentially need to be 'borrowed' from the service areas alongside existing duties.

The SD Transformation will need to work closely with the new SD Customers, as many of these initiatives fall within that area and will need to become business as usual by the end of the programme.



NORTH HERTFORDSHIRE DISTRICT COUNCIL

JOB DESCRIPTION

SERVICE DIRECTOR – TRANSFORMATION

Date Issued:

Post No:

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Job Title: Service Director – Transformation

Service/Unit Area: Transformation

Grade: 14

Hours: 14.8 hours (0.4 WTE)

Responsible to: Managing Director

Responsible for: To act as Service Director for Transformation, managing the delivery of the Council’s transformation programme. To be responsible for all the professional and administrative staff in the Directorate.

Contacts: Individuals and or groups: e.g. service areas, Members, other organisations.

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Job Summary:

Directly responsible for the overall management and operation of the Council’s transformation programme, which seeks to reimagine the customer experience. Changing how services and information are accessed and used, delivering modern online and other digital solutions. Consider how residents can be supported, assisted, and upskilled to use digital solutions as part of the wider agenda to promote digital channel shift. Ensure that the transformation workstreams become Business As Usual by the end of the programme.

Key Responsibilities:

1. Operational Responsibilities

- 1.1 To oversee the management of the service to ensure an efficient, effective and customer focused Council.
- 1.2 To ensure that all transformation initiatives are developed to meet best practice and deliver the Council's strategic objectives.
- 1.3 To ensure that customer focused services are provided by staff working closely with the service users so that their views are taken into account in decisions affecting them and that they can influence the nature and quality of the service they receive.
- 1.4 To work closely with service areas, particularly the Service Director Customers, to deliver the transformation programme.
- 1.5 To contribute to and support the development and implementation of the transformation objectives and associated workstreams of the Council and the Directorate ensuring that the service's contribution is integrated effectively with the whole.
- 1.6 To oversee the development of SMART performance targets and supporting information for the service in line with statutory requirements and locally agreed performance measurement and to ensure that there is continuous improvement to meet and exceed targets.
- 1.7 To provide corporate advice to elected Members in the capacity of Service Director responsible for Transformation and be the lead officer representative at committee meetings and project boards etc.
- 1.8 To ensure that Members are fully briefed on issues relating to the Transformation service and take responsibility for briefing the Executive Members on issues so that key decisions can be taken effectively.

2. Staff Management

- 2.1 To provide supportive management to coach, develop and motivate staff and empower them to deliver high quality services and contribute to the achievement of Council priorities

- 2.2 To deploy staff effectively and ensure they are performing to agreed standards (including 1:1 meetings as set out in the 1:1 Policy, recruitment and selection, use of disciplinary and absence monitoring policies and performance appraisal).
- 2.3 To ensure that all dealings with staff are conducted within the Council's Equal Opportunities framework and appropriate legislation.

3. Service Management

- 3.1 To review and develop the services for which the post holder is responsible and manage to change, to achieve continuous improvement; to maintain agreed performance targets and to meet the requirements of value for money and the relevant performance management and inspection regimes.
- 3.2 To actively promote the service in order to raise the profile of the Council and demonstrate its value to residents and customers
- 3.3 To ensure the service meets the Council's Customer First Standards.
- 3.4 To manage the transformation service plan, actively contributing to the Council's Corporate Business Planning process.

4. Financial Responsibilities

- 4.1 To proactively manage budgets under your control within agreed financial limits to provide value for money in delivering services and maximise the achievement of Council policy.
- 4.2 To ensure compliance with the Council's Procurement Rules and Financial Regulations and Scheme of Delegation to Officers.

5. Other Responsibilities

- 5.1 To prepare reports for and attend meetings of the Council or Committees as required.
- 5.2 To be available for, and contribute to the Council's elections functions.
- 5.3 To comply with all relevant legislation applicable to the role.

- 5.4 To create and maintain authentic, timely and reliable records in relation to your duties. To take due care and attention when gathering, recording and manipulating data and to have regard to guidance issued by the Council in connection with data management.
- 5.5 To be aware of and work in accordance with the councils safeguarding policies and procedures in order to safeguard and promote the welfare of children and adults at risk, to raise any concerns relating to such procedures which may be noted during the course of duty and fulfil the role of Designated Safeguarding Officer.
- 5.6 To promote and take part in corporate working parties and project teams as required.
- 5.7 To have regard for the duty of care of information (with particular reference to the Data Protection Act GDPR and Freedom of Information Act) gained during the course of employment that relates to other employees, the public, contractors, elected Members etc.
- 5.8 The job holder is responsible for ensuring that the requirements of any procedure relating to health and safety are met in activities under their control and to appoint key staff responsible for health and safety. They must contribute to and support the health and safety policy and ensure that both they and the employees responsible to them understand and implement the policy and follow recognised safe systems of work.
- 5.9 To ensure that all dealings with staff and the public are conducted within the Council's Equal Opportunities framework.
- 5.10 For matters delegated directly from Council or sub delegated from senior officers, the Post Holder will undertake those delegated powers within the constitution and as amended from time to time. The Post Holder will also adhere to Financial Regulations and Contract Procurement Rules

6. Political Restriction

- 6.1 This post is subject to political restriction, which is divided into two categories and relates to the post holder duties, thus;

- Specified posts, including ‘deputy chief officers’ – since the post holder would be required to deputise for the Corporate Legal Manager at relevant committee and sub committee meetings to make formal reports, and provide additional policy advice, this constitutes a specified post within this criteria.
- ‘Sensitive’ posts, which meet one or both of the following duties related criteria,
 - Giving advice on a regular basis to the Authority itself, to any committee or sub committee of the Authority of any joint committee on which the Authority are represented, or where the Authority are operating executive arrangements, to the executive of the Authority; to any committee of that executive, or to any member of that executive who is a member of the Authority.
 - Speaking on behalf of the Authority on a regular basis to journalists or broadcasters.

6.2 The post holder must therefore be aware that in accepting this post, they are required to confirm that they will conform with these political restrictions and that they will be included as conditions of their formal contract of employment with the Authority.

6.3 To undertake other duties which may arise or as may be delegated from time to time, commensurate with the skills required for this post.

Signed **Manager** **Date**

Signed **Employee** **Date**

Name **Employee**

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North Hertfordshire District Council

Service Director – Transformation



Person Specification

Date issued:

Category	Essential Job Requirements	Desirable Job Requirements	Method of Testing
<p>Job Related Skills and Knowledge:</p>	<p>Knowledge of the latest methods of customer service delivery.</p> <p>Clear understanding of the practical implications of Service Planning, Continuous Improvement and Performance Management and experience in effecting these.</p> <p>A track record of delivering effective and responsive services through development and implementation of innovative approaches to service delivery.</p> <p>Political skills and sensitivity.</p> <p>Ability to understand and analyse complex information at speed on a wide variety of issues.</p>	<p>Working knowledge and understanding of all aspects of Local Government gained through training or experience.</p>	<p>Application form/Interview/References</p> <p>Application form/Interview/References</p> <p>Application form/Interview/References</p> <p>Interview</p>

	<p>Numerate with strong evaluation and problem solving skills.</p> <p>The financial skills and knowledge to ensure the delivery of services within budget and in accordance with Financial Regulations and Contract Standing Orders.</p> <p>Proven track record of managing at a senior level in a complex environment.</p> <p>Ability to work effectively as part of a senior level management team.</p> <p>Education/Qualifications:</p> <p>At least five years senior management experience in a large multi-functional organisation.</p>	<p>Proven track record of managing IT development, procurement, delivery and implementation at a senior level in a complex environment.</p> <p>A track record of developing staff effectively.</p> <p>Education/Qualifications:</p> <p>Evidence of Continued Professional Development</p> <p>A management qualification</p>	<p>Application form/Interview</p> <p>Application form/Interview</p> <p>Test/References/Application form/Interview</p> <p>Application form/Interview</p> <p>Application form/Interview</p> <p>Documentary evidence</p> <p>Interview</p> <p>Documentary evidence</p> <p>Documentary evidence</p>
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			Documentary evidence Application form/Interview
Planning & Organising Skills	Demonstrably successful project planning and project/programme management in complex areas across multiple disciplines.		
Communication Skills	<p>Evidence of ability to write clear, concise and accurate reports for presentation to senior managers and Members.</p> <p>The leadership skills and track record to gain the commitment of staff and to motivate them to work co-operatively and flexibly.</p> <p>The interpersonal and communication skills necessary to gain and sustain the confidence and commitment of service users and partners to the work of the section and the Council.</p> <p>Advising at Committee.</p> <p>Ability to develop effective liaison arrangements within the Service, across the Council and with external agencies.</p>	Successful partnership working.	<p>Application form/Interview</p> <p>Interview</p>
Problem Solving Skills & Accountability	IT literate with experience of utilising IT solutions to improve efficiency of service delivery.	A track record that demonstrates tangible achievement in working effectively with other service areas	

	<p>The judgement necessary to identify issues that may be politically sensitive and to act accordingly.</p> <p>A record of achievement and innovation in a related field to this post.</p> <p>The ability to think about issues facing the Directorate from a strategic perspective and to develop appropriate solutions and implement these on the ground.</p>	<p>towards a common end.</p> <p>Successful partnership working.</p>	
<p>Other Requirements:</p>	<p>Ability to promote the image of the Directorate through articulate and confident approach.</p> <p>This post is subject to satisfactory checks with the Disclosure and Barring Service and is exempt from the rehabilitation of offenders act.</p> <p>Ability to work unsociable hours.</p> <p>Commitment, drive and enthusiasm.</p> <p>Full driving licence and vehicle available for work use.</p>		<p>Interview</p> <p>DBS check</p>

Signed..... Manager Date.....

Signed..... Employee Date.....

Name..... Employee

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