

COMMITTEE: Appointments Sub-Committee	DATE: 17 th September 2012	CLASSIFICATION: Unrestricted	REPORT NO:
REPORT OF: Service Head Human Resources and Workforce Development. ORIGINATING OFFICER(S): Stephen Halsey/Simon Kilbey		TITLE: Appointment of Chief Executive/Head of Paid Service Wards Affected: All	

1. SUMMARY

- 1.1 On 11th July 2012 the Council considered the outcome of the recruitment process undertaken by the previous Appointments Sub-Committee. No appointment was made to the vacant post of Chief Executive, and the Council resolved (inter alia) to immediately start the process of recruiting a professional interim to the post of Chief Executive (Head of Paid Service).
- 1.2 To this end the Human Resources Committee was instructed to convene an Appointments Sub-Committee to undertake a recruitment process with a view to appointing to the post of Chief Executive (Head of Paid Service) on a fixed term basis.
- 1.3 On 18th July 2012 the Human Resources Committee accordingly resolved to establish this Appointments Sub-Committee for that purpose. This report sets out the proposed process and timetable for the recruitment and associated matters for consideration.

2. RECOMMENDATIONS

- 2.1 That the information in the report, and the membership and terms of reference of the Appointments Sub-Committee as set out at section 4, be noted.
- 2.2 That the Sub-Committee agree the proposed process and timetable for the recruitment of an interim Chief Executive as at section 6 of the report
- 2.3 That the Sub-Committee make a recommendation to Council on the duration of the fixed term appointment to be made.
- 2.4 That the Head of Paid Service and Service Head Human Resources and Workforce Development report back to the Appointments Sub Committee following the search process in relation to a recommended shortlist of candidates for interview.

3. BACKGROUND

- 3.1 On 11th July 2012 the Council considered the outcome of the recruitment process undertaken by the previous Appointments Sub-Committee and did not appoint to the vacant post of Chief Executive. The Council debated a second report of the Assistant Chief Executive (Legal Services) regarding the next steps to recruit a chief executive and various options set out in that report and there was a tabled amendment motion adopted to amend the report. The Council resolved (inter alia) to immediately start the process of recruiting a professional interim to the post of Chief Executive (Head of Paid Service), and to this end the Human Resources Committee be instructed to convene an Appointments Sub-Committee to undertake a recruitment process with a view to appointing to the post of Chief Executive (Head of Paid Service) on a fixed term basis.
- 3.2 The Council also resolved to appoint Stephen Halsey as Head of Paid Service until 31st October 2012 or until such a time as the Chief Executive starts work, whichever is sooner, to work alongside the section 151 officer and Monitoring Officer and all of CMT to continue to jointly lead the Council. [The full resolution agreed by the Council is attached at Appendix A].
- 3.3 In accordance with this resolution, the Human Resources Committee met on 18th July 2012 and agreed:-
- (1) That the decisions of the full Council on 11th July 2012 regarding the recruitment to the post of Chief Executive be noted;
 - (2) That an Appointments Sub-Committee be established to undertake the recruitment of a Chief Executive on a fixed term basis and to make recommendations to the full Council on that appointment; and that the Appointments Sub-Committee comprise of seven members as set out at 5.2 of the report of the Interim Head of Paid Service/Service Head, Human Resources and Workforce Development;
 - (3) That the Service Head, Democratic Services be authorised to liaise with the Mayor and Group Leaders to receive their nominations and agree the membership of the Appointments Sub-Committee in accordance with resolution (2) above, and to agree a date for the first meeting of the Sub-Committee;
 - (4) That the interim Head of Paid Service and the Service Head, Human Resources and Workforce Development report to the first meeting of the Appointments Sub-Committee with a proposed process, timetable, specification and associated matters with a view to the new Chief Executive being in post by 1st November 2012 if possible; and

- (5) That the Interim Head of Paid Service be authorised to progress the selection of recruitment consultants to facilitate the CE recruitment process

4. APPOINTMENTS SUB-COMMITTEE: MEMBERSHIP AND TERMS OF REFERENCE

Membership

- 4.1 The Council has resolved that the Appointments Sub-Committee shall be proportionate. The proportionality rules are set out in the Local Government and Housing Act 1989 and associated regulations. They state that where there is a majority group on the Council, that group must have a majority of members on all committees and sub-committees covered by the regulations. The allocation of places on each committee/sub-committee must as closely as possible reflect the overall membership of the Council, insofar as this is consistent with the total allocation of places on all committees and sub-committees also reflecting that overall membership. The Appointments Sub-Committee must by law include at least one member of the Executive.
- 4.2 In accordance with the above, the Human Resources Committee agreed that the sub-committee to undertake the recruitment process shall comprise of seven members as follows:-
- Four members nominated by the Leader of the majority group;
 - One member nominated by the Leader of the largest minority group; and
 - Either the Mayor and one other member nominated by the Mayor; or two members nominated by the Mayor at least one of who must be an executive member.
- 4.3 Group Leaders and the Mayor were invited to submit nominations for membership of the Appointments Sub-Committee as at 4.2 above. The following nominations have been received:-
- Labour Group (4):- Councillors Joshua Peck, Motin Uz-Zaman, Judith Gardiner and Md Abdul Mukit.
- Conservative Group (1):- Councillor Gloria Thienel
- Mayor (2):- t.b.c.

Terms of reference

- 4.4 The Council's Officer Employment Procedure Rules at Part 4.9 of the Constitution set out the rules applying to the appointment of the Chief Executive and these reflect the requirements of the Local Authorities (Standing Orders) (England) Regulations 2001.

- 4.5 The terms of reference of this Appointments Sub-Committee as stated at Part 3.3.8 of the Constitution are 'to consider the appointment of the Head of Paid Service and to make recommendations to the Council on that appointment.'

5. WORK UNDERTAKEN TO DATE

Recruitment consultants

- 5.1 In order to expedite the recruitment of an interim Chief Executive, the Human Resources Committee agreed that the Interim Head of Paid Service should proactively progress the work. The Interim Head of Paid Service advised that he had instructed the Service Head, Human Resources and Workforce Development to begin the process of re-procurement as soon as possible.
- 5.2 A procurement process governed by the Council's Framework Agreement for Senior Executive Search and Selection Services has now been completed.
- 5.3 Penna, Green Park and Veredus, who are all parties to the Council's Framework Agreement for Senior Executive Search and Selection submitted tender proposals. Hays (the other party to the agreement) did not submit a proposal as they have less experience at Chief Executive Level.
- 5.4 The selection process involved the receipt of written proposals from Penna, Green Park and Veredus followed by an interview and presentation and a challenge session by the Head of Paid Service. All three agencies provided credible submissions with Veredus being assessed as the preferred supplier. The deciding factors in favour of Veredus were price, quality of the presentation, the understanding shown regarding the Council's proposals and the ways in which Veredus would assist the Council and work with the Head of Paid Service on this assignment.
- 5.5 In accordance with the decision of the Human Resources Committee at 3.3 (5) above, a contract has been agreed, after consultation with the Chair of the Committee, with Veredus to act as recruitment consultants for this process.

6. MATTERS FOR CONSIDERATION

Timetable

- 6.1 The Council motion at Appendix A envisages that it will be possible to identify a suitable interim Chief Executive expeditiously and make an appointment without delay. Mr Halsey's appointment as Head of Paid Service runs until 31st October at the latest and it is therefore proposed that the recruitment exercise should aim to have the new Chief Executive in place no later than 1st November.

- 6.2 The Human Resources Committee has agreed that the recruitment process on this occasion will therefore need to be significantly shorter than previously. To this end it is proposed that officers progress the matter and seek Member approval at the point when candidates suitable for interview have been identified. The process will be more focused than the previous exercise as the technical approach to recruitment directly targets a specialist pool of candidates in the market place rather than recruiting from an advertisement.
- 6.3 The appointment of the Chief Executive must be confirmed by the Full Council.
- 6.4 Members will be aware that prior to any final confirmation of appointment, there is a statutory process which provides for a short period during which the Mayor and any member of the Executive [Cabinet] may object to the preferred candidate recommended by the Appointments Sub-Committee. Should an objection be received the Sub-Committee would need to reconvene to consider whether this was material and well-founded.
- 6.5 The following timetable is proposed for the recruitment process. Although this is a foreshortened process it is still not possible to complete an appointment by 31st October 2012 and therefore if this timetable is agreed, a report will be submitted to September Council regarding the position of the Interim Head of Paid Service.

Stage of Process	Indicative Time Table	Comment
Appointments Sub Committee	17th September 2012	<p>The Appointments Sub Committee may identify any particular requirements in the context of the overall Council resolution. The Council noted at its meeting on 11th July “that there is a market of professional interim chief executives, who can be recruited at short notice and who can bring a deep and broad experience in working in local authorities ... often which have faced challenging situations similar to those in Tower Hamlets.”</p> <p>All consultants interviewed for recruitment support have indicated that the specialist pool of candidates is limited.</p>
Final specification sent to recruitment consultant	18th September 2012	Consultants formally commence search process.

Search process underway by recruitment consultancy.	10 day period to 28 th September 2012	
Shortlisting reports completed by consultant and meeting of ASC convened	w/b 1 st October 2012	Head of Paid Service and Service Head, Human Resources and Workforce Development to report to the ASC. ASC to agree shortlist of candidates.
Informal interviews for shortlisted candidates with Group leaders and Mayor	w/b 8th - 19th October 2012 (two weeks)	Candidates will be given the opportunity to discuss priorities and the appointment terms. This is critical to a two-way engagement process . Any terms and conditions discussions will be dealt with by HoPS and Service Head Human Resources and Workforce Development in consultation with the Chair of the Appointments Sub Committee.
ASC meet to carry out formal interviews	Appointments Sub-Committee w/b 5th Nov 2012	It is recommended that the selection process involves both a presentation and formal interview with candidates. The scheduled meeting avoids half term.
Objection Period	Ends w/b 12th November 2012.	Should an objection be received this will need to be considered by the Appointments Sub Committee before any recommendation to the full Council can be made.
Confirmation (subject to objection process)	28th November 2012	Council Meeting

Job Description, Person Specification and Salary

- 6.6 The job description and person specification for the post is extremely important. It sets out the duties to be performed by the Chief Executive and the accountabilities and responsibilities of the post. The person specification sets out the essential qualities an individual should possess in order to fulfill the job requirements of the job.
- 6.7 It is best practice to review the current job description of the Chief Executive prior to any permanent appointment to ensure that it fully reflects the role required by the Mayor and Council this would be reported back to council with the recommendation on the outcome of the appointment process. The Human Resources Committee (HRC) undertook such a review prior to the previous recruitment exercise and recommended that no significant changes were

necessary, albeit a change was made to include knowledge of constitutional matters.

- 6.8 The job description and person specification for the post of Chief Executive are attached at Appendix B. In line with the Council's Leadership and Management Framework, the person specification contains a description of the experience, knowledge and attributes that are required and a template against which candidates should be assessed. The salary for the role was determined as part of a previous process to recruit a Chief Executive and it is not recommended that it is changed at this stage as this would also need to be referred back to full council.
- 6.9 Members are asked to note that key objectives should be set following the appointment of a Chief Executive within established performance evaluation frameworks. The Job Description is not an appropriate vehicle for this.

Fixed term contract period and working arrangements.

- 6.10 Council has agreed that engagement of a Chief Executive on a fixed term basis as set out in the motion. This has a number of advantages over a permanent arrangement; and the Council on 11th July 2012 resolved that the current appointment should be made on that basis, with a professional interim Chief Executive being recruited for a fixed term.
- 6.11 It is usual practice for the engagement of an individual to be made for the full period of the fixed term, however given the critical nature of the appointment alternative options include a rolling contract for a shorter period with set review points or two or three separate engagements. It is known that "professional interims" sometimes prefer shorter periods of engagement but these would provide the Council with less certainty regarding continuity of delivery of the role.
- 6.12 Similarly it is also known that some professional interims prefer to work condensed hours and/or a shorter working week and this may save cost if say a 3 day week was agreed.
- 6.13 In order to undertake the Head of Paid Service role it is a legal requirement that the candidate would need to be appointed as an employee of the Council. The H.R Committee also felt that it would be unsatisfactory for the postholder to be a consultant. This may narrow the field further in which case officers will report back to the Appointments Sub Committee on the options.
- 6.14 The Sub-Committee is asked to consider the matter of the duration of the fixed term appointment to be offered and make a recommendation to Council to be reported back in September.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 The costs of the recruitment process for the post of Chief Executive will be contained within the existing budget allocations for Human Resources and Workforce Development and related functions.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 The Local Authorities (Standing Orders) (England) Regulations 2001 require that the appointment of the Head of Paid Service (Chief Executive) must be confirmed by the Council. Under the Council's Constitution the Human Resources Committee is required to establish an Appointments Sub Committee to consider the appointment of the Head of Paid Service (Chief Executive) and make recommendations to the Council. The Sub-Committee must be politically proportionate (unless the Committee votes to waive this requirement with no member voting against – but in this case the Council has determined that it will be proportionate) and must include at least one member of the Executive.
- 8.2 Although this Council's constitution currently states that the Head of Paid Service is the Chief Executive, it is not a legal requirement that it is such and the two roles can be split if the Council so desired.
- 8.3 The regulations also set out a statutory 'objection' procedure at the end of the process under which the appointment may only be confirmed if there is no well-founded objection to the proposed appointment by the Mayor or an executive member.

9. IMPLICATIONS FOR ONE TOWER HAMLETS

- 9.1 The recruitment process will follow equalities best practice and the brief for the recruitment consultants will be designed to ensure that a diverse range of potential applicants is attracted. Members will be fully trained on appointments and on equalities practices prior to the appointments process commencing.

10. ANTI-POVERTY IMPLICATIONS

- 10.1 There are no direct implications for anti poverty

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 There are no direct implications for environmental sustainability.

12. RISK ASSESSMENT

12.1 The recommendations detailed above will ensure the Council complies with the statutory requirements for the appointment of chief officers.

Local Government Act, 2000 (Section 97) List of "Background Papers" used in the preparation of this report

Background papers	Available for inspection by contacting
none	John Williams Town Hall, Mulberry Place Telephone 020 7364 4024

RESOLUTION OF THE COUNCIL, 11TH JULY 2012

The full motion agreed by the Council on 11th July 2012 is set out below:-

This Council notes:

- The report of the Monitoring Officer detailing the recent unsuccessful recruitment process to fill the post of Chief Executive and the failure to recruit through the previous process

This Council believes:

- That the Council still needs a Chief Executive, to provide clear leadership to the officers of the Council and to ensure the democratic integrity of the Council on behalf of the residents of the Borough.

This Council further notes that:

- under the timescale in the Monitoring Officer's report for a new recruitment process, an appointment would not be made until December 2012 at the earliest, and that with notice periods the new Chief Executive might not start until as late as June 2013
- the field is likely to be limited by the unsuccessful first round
- whilst it's still appropriate for the appointment to be fixed term, allowing the next Council to choose their own Chief Executive, the diminishing remaining term of this appointment will make the recruitment even more difficult
- there is a market of professional interim chief executives, who can be recruited at short notice and who bring a deep and broad experience of working in local authorities across the country, often those which have faced challenging situations similar to those in Tower Hamlets
- whilst these professional interims expect to be paid a premium, the Council is not responsible for the on-costs (pension, holiday etc) it otherwise would be and so the cost to the Council is broadly comparable
- in order to be Head of Paid Service, any interim would need to be appointed as a full member of staff, albeit it could be on a fixed term contract
- whilst the Council expressed its desire to appoint Stephen Halsey as temporary Head of Paid Service, the cancelling of his position as Deputy Chief Executive caused this not to take effect
- the Council will need to appoint a Head of Paid Service in the interim until a Chief Executive and Head of Paid Service can be recruited.

This Council further believes that:

- the Council cannot wait up to 12 months to have a Chief Executive in post

- the experience of a professional interim Chief Executive, having worked in a number of different local authorities, with a range of challenges, could be of great benefit to Tower Hamlets

This Council therefore resolves to amend the report as follows:

- Recommendation 2.1

that the appointment of the Chief Executive will be on a fixed term as an employee and invites the HR Committee to consider and to recommend to full council the appropriate end date of the contract.

- Recommendation 2.2

that the HR Committee will appoint a new Appointments Sub Committee to conduct the appointment process in accordance with advice of officers. The Appointments sub committee will be proportionate.

- Recommendation 2.3

to continue to have a Chief Executive

- Recommendation 2.4

to Appoint Stephen Halsey as Head of Paid Service subject to his agreement to undertake the position until 31 October or until such a time as the Chief Executive starts work, whichever is sooner, to work alongside the Section 151 Officer and Monitoring Officer, and ask the CMT to continue to jointly lead the Council, and

to immediately start the process of recruiting a professional interim to the post of Chief Executive (Head of Paid Service)

- Recommendation 2.5

that the Human Resources Committee be instructed to convene an Appointments Sub-Committee to undertake a recruitment process with a view to appointing to the post of Chief Executive (Head of Paid Service) on a fixed term basis

Job Description

Job Title: Chief Executive

1. Job Purpose

- 1.1 To be the Council's Head of Paid Service.
- 1.2 Work with the Mayor, Elected members and Chief Officers to ensure that the needs of the Communities of Tower Hamlets are articulated, their interests progressed and that a full range of public services are delivered to the highest standards possible within available resources.
- 1.3 To ensure that all aspects of the Council's organisation, systems and processes support this purpose and strive to continuously improve the Council's efficiency and effectiveness.
- 1.4 To act as an ambassador and advocate for Tower Hamlets both as a place and as a Council, promote social cohesion and democratic accountability.
- 1.5 To engage, represent and participate in Tower Hamlets diverse community activities and events.
- 1.6 To advise on the effective operation of the Council's Committee structures and governance arrangements including the Overview and Scrutiny function of Members and Non-Executive functions and powers.
- 1.7 To ensure that the Mayor's priorities are delivered in a timely, efficient and innovative way

2. Leadership

- 2.1 Develop a professional partnership with the Mayor and Members to ensure that the Council's vision, goals and core values are made a reality, provide a clear sense of direction, optimism and purpose and marshal the resources of the whole organisation to this end.
- 2.2 Lead and develop a strong, co-ordinated and effective corporate management team which will define, prioritise, secure agreement and implement work programmes which meet community needs.
- 2.3 Inspire, empower and develop the Council's workforce to secure a real sense of ownership of its aims and objectives, seek continuous improvement, encourage cross-Council working and move decision taking and responsibility as close as possible to the point of service delivery.

- 2.4 Work in a co-operative manner with other agencies, local business, voluntary sector and the community to develop a strong and effective Local Strategic Partnership capable of effectively delivering the Community Plan
- 2.5 Undertake the statutory provisions required of the Head of the Paid Service and act as the principle adviser to the Council.
- 2.6 Act as Returning Officer of the Council for various electoral matters.
- 2.7 In conjunction with the Director of Resources ensure that the Council's budgets and resources are optimised and delivered effectively through appropriate structure and controls, which deliver regular monitoring and control.

3. Quality and Service Delivery

- 3.1 Ensure the delivery of high quality, cost effective, best value services to the community, taking an innovative approach where such opportunities exist.
- 3.2 Develop and advise Members on strategies to meet the needs of the community and ensure their successful implementation.
- 3.3 Lead initiatives to ensure that Tower Hamlets Council fulfils its objective of becoming a 'flagship *and exemplar*' local authority.

4. Partnership and Regeneration

- 4.1 Lead the Council's commitment to working in partnership with a range of stakeholders, with the aim of maximising positive and sustainable investment in the borough and delivering the Community Plan.
- 4.2 Using the borough's strengths (economic, cultural, heritage, location, skills and talent), champion the Council's regeneration strategy and programme to achieve a vibrant, varied and sustainable economy and quality environment.

5. Corporate Management

- 5.1 Optimise the Council's organisational capability to continually deliver quality services in a constantly changing environment, whilst working within available resources and the necessary financial and legal boundaries.
- 5.2 Lead, motivate and manage the senior management team in a manner which develops effective corporate and cross-directorate working and delivers agreed outcomes.
- 5.3 Lead and motivate the Council's diverse workforce, creating an open, co-operative, creative and empowering culture throughout the organisation.

- 5.4 Advise and support the Mayor in the performance of the duties and role of the Mayor of Tower Hamlets.
- 5.5 Develop a flexible and focussed organisation which is able to positively embrace, absorb and respond to changing requirements and priorities.
- 5.6 Ensure that effective organisational and management information systems are in place to deliver strategic and service objectives and develop clear performance management framework that encourage continued development.
- 5.7 Monitor, at a strategic level, the overall health of the organisation and its corporate effectiveness through the process of setting targets, performance standards and regular review.

6. Communications

- 6.1 Promote effective communication of the Council and its activities to both internal and external audiences.
- 6.2 Act as the Council's principle officer in dealings with the local community, central government, local authority associations and other external organisations, partners and contractors.

7. Valuing Diversity

- 7.1 Through personal example, value and celebrate the rich diversity of the borough's communities and workforce, building upon the Council's positive approach to equality of opportunity for all and ensuring that this is reflected in all that the Council does and says as regards employment, service delivery and activities to promote social justice, anti-poverty and community safety.
- 7.2 Working with the Mayor and Elected members to ensure the Council engages with and listens to the views of the Community with the aim of securing the economic, social and environmental wellbeing of all citizens of Tower Hamlets.

8. Other

- 8.1 Undertake all duties in accordance with Council policies and statutory obligations, and any other such duties as may be reasonably required.

**CHIEF EXECUTIVE
TOWER HAMLETS**

PERSON SPECIFICATION

Experience

1. Significant achievement at Chief Executive or Head of Paid Service level or equivalent, demonstrating substantial leadership and senior management experience in a complex and sizeable local authority or similar public sector organisation.
2. Demonstrable success in leadership and management, leading the formulation and delivery of corporate objectives, policies and strategies.
3. An excellent track record of working in partnership across organisational boundaries, achieving results by building internal and external relationships with Members, Partner Organisations, Communities, Trade Unions, Voluntary Sector Providers, Government, Public Agencies and Statutory Authorities.
4. An excellent track record of effective decision making within a complex political environment.
5. A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver services that meets the needs of the local community by achieving positive results and beneficial outcomes.
6. Proven record of achievement as an organisational ambassador, including the promotion and maintenance of the corporate reputation of a local authority or other complex multi-disciplined public sector organisation.
7. Proven track record of achievement of equal opportunities in both employment and service delivery within a sizeable and complex public sector organisation including establishing effective working relationships with multicultural communities to deal with issues of diversity, social inclusion, community engagement and development.

Knowledge

1. A comprehensive understanding of local government, the national and political context within which it operates and the current challenges and opportunities.

2. Understanding of the Law, Constitution and Governance practice of councils led by a Directly Elected Mayor.
3. A broad knowledge of the range of services provided by a complex local authority and how they can provide excellent local outcomes.
4. A good understanding of how services focussed on people operate and of how improvements can be affected by integrated planning.
5. A good understanding of those areas prioritised by the Council and the Mayor as defined by the Local Strategic Partnership Community Plan.
6. A broad knowledge of local government finance and legislative framework within which a local authority operates.
7. Performance management, strategic thinking, organisational change and transformation.

ATTRIBUTES (our leadership and management framework)

Achieving results

- § Understanding of and commitment to the Council's vision, Mayor's priorities and the ability to ensure these are translated into reality
- § Ability to provide clear leadership and strategic direction for the Council in conjunction with the Mayor, in a manner that secures commitment and ownership in all service areas and engages all sectors of the local community
- § Ability to manage, empower and motivate a diverse range of professionals to establish effective teams and high quality outcomes, particularly the corporate management team
- § Ability to allocate resources strategically and to ensure effective monitoring and control
- § Sound judgement and the ability to analyse a situation and convert this into a strategic response
- § Strategic, positive and enthusiastic approach to change and the ability to manage it with confidence to achieve continuous improvement
- § Clear focus on outcomes and the ability to deliver required results
- § Ability to establish and maintain effective partnerships to achieve required outcomes locally, regionally and nationally
- § Understanding of how to achieve results in a complex political environment and an ability to do so
- § A champion of a high performance culture
- § Dedicated and passionate about serving the local community by achieving the priorities established by the Mayor and Full Council
- § Willingness to undertake evening and weekend work

Engaging with others

- § Ability to work closely and establish positive relationships with the Mayor, Members, Chief Officers, Officers of the Council, Schools, Trade Unions, PCT, External Agencies, Voluntary Sector, Community Groups and Individuals
- § Ability to relate to, work with and empathise with, the aspirations of people at all levels and from a variety of backgrounds and to understand the unique nature and diversity of the local community
- § Ability to communicate clearly and effectively both orally and particularly in writing to engage the interests of a wide range of audiences
- § Excellent interpersonal, negotiating and influencing skills
- § Personal and professional demeanour which engenders confidence

Learning Effectively

- § Degree or equivalent
- § Ability to respond constructively to changing demands, reconcile differing agendas, meet tight deadlines and maintain quality services
- § Commitment to the delivery of customer focused services and continuous service improvement
- § Evidence of commitment to continuing professional development

Valuing Diversity

- § Demonstrable commitment to combating discrimination and disadvantage to both in employment and service provision
- § Proven and demonstrable understanding of and commitment to, and leadership of, inclusive service planning and provision
- § Role model in behaviour and delivery of duties