



# Epping Forest District Council

## **DIRECTORATE RESTRUCTURING PANEL** **Thursday, 29th August, 2013**

You are invited to attend the next meeting of **Directorate Restructuring Panel**, which will be held at:

**Chief Executive's Office**  
on **Thursday, 29th August, 2013**  
at **8.00 pm** .

**Glen Chipp**  
Chief Executive

**Democratic Services**  
**Officer**

I. Willett (Office of the Chief Executive)  
Tel: 01992 564243 Email: [iwillett@eppingforestdc.gov.uk](mailto:iwillett@eppingforestdc.gov.uk)

### **Members:**

Councillors C Whitbread (Chairman), Ms S Stavrou (Vice-Chairman), K Angold-Stephens, J Hart, J Knapman, G Waller and J M Whitehouse

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### **1. APOLOGIES FOR ABSENCE**

### **2. DEPUTIES**

To note that the following Councillors were appointed at the Council meeting on 30 July 2013 as deputies for members of this Panel:

**Conservative Group (5):** W. Breare-Hall, J. Philip, B Rolfe, A. Watts, J. Wyatt.

**Liberal Democrats Group:** J H Whitehouse

**Loughton Residents' Association Group:** C. Pond.

### **3. DECLARATIONS OF INTEREST**

### **4. TERMS OF REFERENCE (Pages 5 - 6)**

To note the Terms of Reference for the Panel as agreed at the Council meeting on 21 May 2013 (attached).

**5. DIRECTORATE RE-STRUCTURING - DRAFT REPORT OF THE HEAD OF PAID SERVICE (Pages 7 - 24)**

(Head of Paid Service/Chief Executive) To comment on the proposed report of the Head of Paid Service (attached).

**6. SALARY BENCHMARKING**

(Chief Executive) To consider benchmarking information on salaries provided by GatenbySanderson (to follow).

**7. JOB DESCRIPTIONS AND PERSON SPECIFICATION - DIRECTORS, DEPUTY CHIEF EXECUTIVE AND STATUTORY ROLES (Pages 25 - 64)**

(Chief Executive) To consider a report (attached) on draft job descriptions and a person specification for Directors, and job descriptions for the roles of Deputy Chief Executive, and the Monitoring Officer, Chief Finance Officer and their deputies.

**8. TRAINING IN EMPLOYMENT PROCEDURE RULES ETC.**

(Chief Executive) It is proposed to commission the barrister who amended the Employment Procedure Rules in the Council's Constitution to provide the requisite training. It is envisioned that it would be a practical session covering:

- Member's responsibilities
- What could go wrong?
- The essential issues to focus on

A date is currently being arranged by Democratic Services for all the Panel members and their deputies.

**9. DATE OF NEXT MEETING**

To note the date of the next meeting (to be reported orally).

To consider a forward programme of meetings of this Panel following the Council meeting on 26 September 2013.

**10. EXCLUSION OF PUBLIC AND PRESS**

**Exclusion:** To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

<b><i>Agenda Item No</i></b>	<b><i>Subject</i></b>	<b><i>Exempt Information Paragraph Number</i></b>
<i>Nil</i>	<i>Nil</i>	<i>Nil</i>

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

**Confidential Items Commencement:** Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

**Background Papers:** Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

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## Appendix 1

### Directorate Restructuring Panel

#### Proposed Terms of Reference

##### 1. Constitution

- 1.1 The Panel will be appointed by the Council in accordance with the pro rata rules as set out under the Local Government and Housing Act 1989 and will include representatives of each political group on the Authority.
- 1.2 The Panel will consist of 7 Councillors, including a Chairman and Vice Chairman.
- 1.3 The Chairman and Vice Chairman of the Panel shall be appointed by the Council from among the 7 Councillors appointed to the Panel.
- 1.4 The Chairman, Vice Chairman and other members of the Panel shall be appointed for one year and shall be eligible for re-appointment for further terms of office of one year at each subsequent Annual Council meeting.
- 1.5 Casual vacancies on the Panel will be filled as and when they arise at the next available Council meeting or, in cases of urgency on the nomination of the Group Leader of the political group holding the seat where the vacancy occurs.

##### 2. Duties and Responsibilities

###### (a) Directorate Restructure

- 2.1 To receive a copy of the statutory report of the Head of Paid Service on a Directorate structure for consultation purposes only.
- 2.2 To comment informally on the report of the Head of Paid Service, prior to its submission to the Council whilst accepting that, as a statutory report any changes may only be made with the comment of the Head of Paid Service.
- 2.3 To secure the implementation of the new Directorate structure for 1 April 2014

###### (b) Appointment of Chief Officers

- 2.4 To be responsible for the following;
  - (i) procure and appoint suitable advisers to assist with the recruitment and assessment process as necessary;
  - (ii) consider and agree all aspects of the recruitment process, assessment and appointment of Chief Officers in accordance with Council policy and specialist advice;
  - (iii) agree Chief Officer job descriptions, person specifications and other relevant documents;

- (iv) appoint the Directors in accordance with the Council's Constitution – Officer Employment Rules, for the implementation date of 1 April 2014; and
- (v) ensure the terms and conditions of Chief Officers are within the framework of the JNC National Conditions Service for Chief Officers.

**(c) Redundancy of Chief Officers**

- 2.5 To recommend any Chief Officer redundancies to Council in accordance with the Council's Constitution – Officer Employment Rules, for the implementation date of 1 April 2014.

**3. Management of the Panel's Work**

- 3.1 To be responsible for the management of the Executive's right of objection to any appointment as set out in the Employment Procedure Rules in the Constitution in conjunction with the Proper Officer appointed for the purposes of the relevant Government regulations.
- 3.2 To procure, through the Solicitor of the Council, specialist legal advice from sources external to the Council as necessary.
- 3.3 To conduct the work of the Panel in accordance with;
  - (i) the advice of the Head of Paid Service;
  - (ii) the advice of the Monitoring Officer and Chief Financial Officer;
  - (iii) the Constitution and Employment Procedure Rules.
- 3.4 The Chairman on behalf of the Panel shall give a written progress report to each Council meeting on progress in discharging its responsibilities, including where necessary any recommendations on matters requiring a Council decision.
- 3.5 To receive reports on any conflicts of interest which arise concerning staff supporting the Panel.

## ***Report to the Council***

Consultation Document  
Statutory Report of the Head of Paid Service

Date: 26 September 2013

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### **DIRECTORATE RESTRUCTURING**

#### **Recommendations:**

**(1) That the proposed Directorate Structure for the Authority and the associated services and other responsibilities for each new Directorate be approved as set out in the report of the Head of Paid Service for implementation with effect from 1 April 2014;**

**(2) That, with effect from 1 April 2014, the following existing posts be deleted from the establishment:**

- Deputy Chief Executive
- Director of Corporate Support Services
- Director of Environment & Street Scene
- Director of Finance & ICT
- Director of Housing
- Director of Planning & Economic Development
- Assistant to the Chief Executive;

**(3) That, with effect from 1 April 2014, the following 4 new posts of director are added to the establishment in substitution for those listed in recommendation (2) above, namely:**

- Director of Communities
- Director of Governance and Law
- Director of Place
- Director of Resources;

**(4) That, for the purposes of recruiting to the 4 new positions set out in recommendation (3) above, appointments be made from within a “ring fence” comprising the current post holders in respect of the present posts listed in recommendation (2) above;**

**(5) That, as recommended by the Directorate Restructuring Panel, Council agree to terminate the employment of TBA, on the grounds of voluntary redundancy/early retirement, the costs of which are set out in table TBA;**

**(6) That a further report be submitted by the Directorate Restructuring Panel on the termination of employment and voluntary redundancy/retirement in respect of any existing Chief Officer who is not successful in being appointed to a post as a result of the “ring fenced” recruitment process;**

**(7) That the salary ranges applicable to the new Director positions be approved on the basis of market salary comparison provided by Messrs GatenbySanderson and considered and supported by the Directorate Restructuring Panel;**

**(8) That the detailed job descriptions and person specifications etc for the new Director posts approved by the Directorate Restructuring Panel in accordance with its terms of reference be noted;**

**(9) That the following statutory designations be allocated by the Head of Paid Service to a suitably-qualified post holder after appointments have been made and in accordance with statutory requirements governing those roles, namely:**

- **Chief Finance Officer under section 151 of the Local Government Act 1972**
- **Monitoring Officer under section 5 of the Local Government Act 1989**

**and that supplementary job descriptions for those roles be prepared by the Head of Paid Service based on the Constitution of the Council;**

**(10) That the designation of Deputy Chief Executive be allocated by the Head of Paid Service to the most suitable post-holder among the 4 new Directors after the appointments have been made;**

**(11) The allowance applicable to the statutory and Deputy Chief Executive designations be approved on the basis of the information provided by Messrs GatenbySanderson and considered and supported by the Directorate Restructuring Panel;**

**(12) That after 1 April 2014 appointments be made to the positions of Deputy Chief Financial Officer, Deputy Monitoring Officer with supplementary job descriptions based on the Council's constitution to reflect the duties of those roles and, in accordance with Sections 40 and 41 of the Local Government Act 1972, a Returning Officer;**

#### **Assistant Director Posts**

**(13) That the following existing Assistant Director posts be deleted from the establishment:**

- Assistant Director, Democratic;**
- Assistant Director, Community and Culture;**
- Assistant Director, Human Resources;**
- Assistant Director, Facilities Management & Emergency Planning;**
- Assistant Director, Legal Services & Licensing;**
- Assistant Director, Benefits;**
- Assistant Director, Revenues;**
- Assistant Director, Accountancy;**
- Assistant Director, ICT;**
- Assistant Director, Development Control;**
- Assistant Director, Forward Planning, Conservation & Policy;**
- Assistant Director, Building Control;**
- Assistant Director, Housing Property;**
- Assistant Director, Housing Operations;**



Assistant Director, Private Sector & Resources;  
Assistant Director, Neighbourhoods;  
Assistant Director, Technical Services;  
Assistant Director, Performance and Operations; and  
Chief Internal Auditor

(14) That with effect from 1 April 2014, the following 15 new or amended Assistant Director posts be created, plus the Chief Internal Auditor:

Assistant Director, Human Resources;  
Assistant Director, Benefits;  
Assistant Director, Revenues;  
Assistant Director, Accountancy;  
Assistant Director ICT & Facilities Management;  
Assistant Director, Democratic Services;  
Assistant Director, Legal Services;  
Assistant Director, Development Management;  
Assistant Director, Neighbourhoods;  
Assistant Director, Technical Services;  
Assistant Director, Forward Planning & Economic Development;  
Assistant Director, Housing Property;  
Assistant Director, Housing Operations;  
Assistant Director, Private Sector & Resources;  
Assistant Director, Community Services; and  
Chief Internal Auditor.

(15) That post holders for the present Assistant Director positions be assimilated without interviews to the new Assistant Director posts set out in recommendation (14) above with effect from 1 April 2014 as follows:

Present Post	Assimilated to
Assistant Director, Human Resources	Assistant Director, Human Resources
Assistant Director, Benefits	Assistant Director, Benefits
Assistant Director, Revenues	Assistant Director, Revenues
Assistant Director, Accountancy	Assistant Director, Accountancy
Assistant Director, Democratic Services	Assistant Director, Democratic Services
Assistant Director, Legal Services & Licensing	Assistant Director, Legal Services
Assistant Director, Development Control	Assistant Director Development Management
Assistant Director, Environmental and Neighbourhoods	Assistant Director, Neighbourhoods
Assistant Director, Technical Services	Assistant Director, Technical Services
Assistant Director, Forward Planning, Conservation & Policy	Assistant Director, Forward Planning & Economic Development
Assistant Director, Housing Property	Assistant Director, Housing Property
Assistant Director, Housing Operations	Assistant Director, Housing Operations
Assistant Director, Private Sector & Resources	Assistant Director, Private Sector & Resources
Assistant Director, Community and Culture	Assistant Director, Community Services

Chief Internal Auditor	Chief Internal Auditor
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(16) That, for the purposes of recruiting suitable persons to the following new Assistant Director, appointments be made from within a ring fence comprising the post holders for the following posts:

Ring Fence Post	New Post
Assistant Director, Facilities Management & Emergency Planning; Assistant Director, ICT	Assistant Director ICT & Facilities Management

(17) That the job descriptions, person specifications etc for the new Assistant Director positions be delegated to the relevant Director once appointed.

(18) That the salaries applicable to the 15 new Assistant Director positions be approved in accordance with the Council's internal job evaluation scheme and assimilated to the appropriate salary range operated by the Council as set out below: and

Post	Salary Range
Assistant Director, Human Resources	
Assistant Director, Benefits	
Assistant Director, Revenues	
Assistant Director, Accountancy	
Assistant Director, Democratic Services	
Assistant Director, Legal Services	
Assistant Director Development Management	
Assistant Director, Neighbourhoods	
Assistant Director, Technical Services	
Assistant Director, Forward Planning & Economic Development	
Assistant Director, Housing Property	
Assistant Director, Housing Operations	
Assistant Director, Private Sector & Resources	
Assistant Director, Community Services	
Chief Internal Auditor	

#### Financial Appraisal

(19) That the financial appraisal in the Head of Paid Service's report showing net DDF, General Fund and HRA (TBA) expenditure arising from the implementation on 1 April 2014 (including consultants' fees (TBA) of the new Directorate Structure be approved and appropriate provision made in the 2014/15 budget and subsequent years.

*Further comments to be included by the Director of Finance and ICT.*

## **Introduction**

1. The restructuring is part of a transformation programme aimed at changing the culture of the Council. Whilst the new structure will generate savings its prime purpose is not to maximise day one savings. Rather the new structure seeks to align the departmental hierarchy with the delivery of the Council's key strategic objectives. The reduction from 7 to 4 groupings will help reduce the number of silos, effectively minimising the potential for service failures at the interface between Directorates. The structure will also provide sufficient senior management capacity to drive cultural transformation of the Council.

2. The proposed structure will group services as follows;

### **Resources Directorate:**

3. Focussed on management of internal resources to optimise the efficiency of support services and the financing arrangements of the Council. Notable changes from the existing structure includes:

- a) the combination of facilities management and ICT functions to facilitate a fundamental review of the Council's work spaces;
- b) the inclusion of Human Resources/Payroll/Health and Safety/Training, Business Administration/Processes and Reprographics

### **Law & Governance Directorate**

4. Focussed on legal, democratic and a number of regulatory services of the Council and management of independent audit. Notable changes from the existing structure include:

- a) the provision of internal audit, performance management, FOI and democratic services;
- b) the management of development control, building control and planning enforcement.

### **Place Directorate**

5. Focussed on the delivery of front line services in the neighbourhood and developing policies for economic growth and place shaping. Notable changes from the existing structure include:

- a) licensing functions combined in one structure;
- b) leisure management and public health and wellbeing managed by one Assistant Director;
- c) Countrycare, fleet operations and depots managed by the Assistant Director responsible for the bulk of the Council's fleet and waste services;
- d) amalgamation of disparate strands of economic activity into an Economic Development function to be managed in the interim by Chief Executive. (Interim arrangements will be in place until the position of the Assistant Director, Forward Planning and Economic Development is clarified).

### **Communities Directorate**

6. Focussed on community development and safeguarding and the provision of

decent homes for our communities. Notable changes from the existing structures include:

- a) safer communities, arts and sports development brought under the Director responsible for Housing;
- b) PR and communications resource consolidated in one corporate function.

7. A copy of the details of the proposed structure can be found at appendix 1.

8. Appointment of Statutory Officer roles (Section 151 and Monitoring Officer) and the Deputy Chief Executive functions will be made once the Director appointments have been made. Depending on the qualifications of the successful candidates the statutory officer roles may need to be fulfilled by the next tier of suitably qualified professionals.

### **Values & Behaviours**

9. Re-stacking the organisation to reduce the number of silos and collect similar functions under a leaner management structure is unlikely to drive cultural change in the organisation in and of itself. Consequently a parallel project has been undertaken to identify key corporate values and associated behaviours which provide a clear vision of the service delivery standards that our organisation aspires to. This project has involved over 120 staff from all levels and departments within the Council. A full copy the proposed corporate values and associated behaviours is included at appendix 2

10. In short we have identified five value themes:

- One Council
- Trust
- Performance
- Customer
- Innovation

11. The general thrust of the values will focus staff on delivering on our promises, designing services that customers' value, dealing openly and honestly with people from the point of contact and actively seeking new ways of doing things.

### **Directorate Restructuring Panel**

12. The Panel consists of cross party members and the Head of Paid Service. Members of the Panel have reviewed the draft proposals and have been invited to feed back their views to assist the Head of Paid Service in preparing the final report. The Panel will take an active role in the recruitment of the Chief Officer posts.

### **Timeline**

13. If the proposed structure is agreed, it is proposed that the recruitment process for Directors will take place in October/November. If possible the appointment and redundancy recommendations of the Directorate Restructuring Panel will be submitted to Council on 4 November, if this is not possible they will be submitted on 16 December. The Director appointments will take effect from 1 April 2014.

14. The advantage of agreeing the appointments ahead of the implementation date means the Directors can be involved in appointment process for Assistant Directors

where necessary. In addition it will give them time to discuss any issues regarding changes to reporting lines, including reviewing team objectives, managing handover of work, reviewing administrative support, and directorate processes. It is proposed to agree appointments to the Assistant Director roles in January 2014, which will also take effect from 1 April 2014.

### **Service Directors**

15. Within the Council's current structure there are 5 Directorates and 2 'Offices' (for the Chief Executive and Deputy Chief Executive). As set out in the introduction of the report it is proposed to assemble the Council's functions under one of 4 Directorates;

Directorate for Resources;  
Directorate for Governance and Law;  
Directorate of Place; and  
Directorate of Communities.

16. Each will be headed by a Director and service functions will be managed by Assistant Directors.

### **Recruitment Process**

17. The Director posts have changed significantly as the Council's functions are now grouped under 4 Directorates rather than 7 (albeit 2 service areas were not considered directorates under the previous structure) and as a result there are no reasonable matches for assimilation purposes. It is for this reason that assimilation will not apply and it is proposed that a recruitment process is undertaken whereby the Directors/Chief Officers apply for the Director role(s) they are interested in.

18. As Council will be aware the Directorate Restructuring Panel has been delegated, in its terms of reference, to participate in the recruitment process to the Director roles. It is proposed to carry out the recruitment process in October 2013 and in accordance with the Council's Constitution, the Panel will make its appointment recommendations to Council at its meeting on TBA.

19. Any redundancies that are required as a result of the recruitment process, the Panel will also make the required recommendations to the same Council meeting, as set out in the Constitution.

### **Voluntary Redundancies/Early Retirements**

20. Directors/Chief Officers were formally asked to express their interest in exploring the possibility of voluntary redundancy/early retirement, on a without prejudice basis. The Panel in accordance with the Council's Constitution considered the requests and make the following recommendations to Council:

Name	Job Title	Costs
xxxxx		

21. It is proposed that the redundancies are implemented on the 31 March 2014.

### **Job Description**

22. Directors were consulted on the 4 job descriptions and person specifications. The Panel also considered the job descriptions at its meeting on xxx. They agreed

that the Directors should continue to provide a wide corporate and strategic role, which will become more important as the management team works with me to deliver on a wide ranging change programme to improve performance and customer service.

23. In addition to the corporate and strategic role of Directors they will have responsibilities for the overarching management of service and customer delivery. These responsibilities have also been reflected in the job descriptions.

24. Council is asked to agree the Director job descriptions.

### **Salary**

25. As the Director posts sit at the second tier of the Council's structure, the Panel agreed that there was no advantage to be gained by carrying out an expensive external evaluation process. With agreement of the Panel the Council commissioned GatenbySanderson to undertake a salary benchmark exercise for the Director posts. They considered current market rates rather than historical salaries and provided TBA

26. The Panel recommend TBA. The salary will be inclusive of inner fringe allowance and Evening Committee Allowance as is the case with the Chief Executive salary arrangements.

27. In addition to salary information, GatenbySanderson were asked to consider allowances for the statutory and Deputy Chief Executive roles. The Panel recommended TBA which is also inclusive of Evening Committee Allowance.

### **Statutory Delegations/Deputy Chief Executive Roles**

28. To ensure fairness and flexibility in the structure it is proposed that the statutory roles of the Chief Financial Officer and Monitoring Officer are not assigned to specific posts. This will allow officers to separately apply for these roles as part of this process. If future vacancies occur at this level it could be decided that the statutory role is undertaken at Assistant Director level.

29. It is also proposed that the Deputy Chief Executive function will not be assigned to a specific post, allowing the officers, in the ringfence the opportunity to be considered for this role. For practical reasons this particular role will remain at Director level only.

### **Assistant Directors**

30. Within the Council's current structure there are 18 Assistant Directors (excluding the Chief Internal Auditor) across the 5 Directorates and 2 'Offices' (for the Chief Executive and Deputy Chief Executive). As set out in the introduction of the report it is proposed to assemble the Council's functions under one of 4 Directorates reducing the number of Assistant Directors to 15 (excludes the Chief Internal Auditor).

31. If the proposed structure is agreed the following posts will be redundant;

Assistant Director, Building Control (Planning and Economic Development);  
Assistant Director, Performance and Operations (Environment and Street Scene);  
Assistant Director, ICT; and  
Assistant Director, Facilities Management and Emergency Planning)

32. The Assistant Directors Building Control and Performance and Operations are vacant and therefore there are no associated redundancy costs regarding these posts.

### **Recruitment Process**

33. Under the Council's existing Human Resources policies and practices there is a requirement to consider the assimilation or ring fencing/redeployment of existing staff as a priority in restructuring situations. There are a large number of Assistant Directors which are closely aligned to the new Assistant Director roles and there is a reasonable expectation of assimilations into the new positions.

34. The Council is therefore asked to note the principle that the assimilation of postholders will take place wherever there is a similarity of existing and new roles, or where this is not the case that appropriate ring fenced arrangements are drawn up in consultation with the trade unions and in accordance with Council policy. The adoption of this approach leads to the following direct assimilations;

- (a) Assistant Director, Human Resources – existing Assistant Director, Human Resources, Paula Maginnis;
- (b) Assistant Director, Benefits – existing Assistant Director, Benefits, Janet Twinn;
- (c) Assistant Director, Revenues – existing Assistant Director, Revenues, Rob Pavey;
- (d) Assistant Director, Accountancy – existing Assistant Director, Accountancy, Peter Maddock;
- (e) Assistant Director, Democratic Services – existing Assistant Director, Democratic Services, Graham Lunnun;
- (f) Assistant Director, Legal Services – existing Assistant Director, Legal Services, Alison Mitchell;
- (g) Assistant Director Development Management – existing Assistant Director, Development Control, Nigel Richardson;
- (h) Assistant Director, Neighbourhoods – existing Assistant Director Environmental and Neighbourhoods, Jim Nolan;
- (i) Assistant Director, Technical Services – existing Assistant Director Technical, Qasim Durrani;
- (j) Assistant Director, Forward Planning & Economic Development – existing Assistant Director Cassandra Polyzoides;
- (k) Assistant Director, Housing Property – existing Assistant Director, Housing property, Paul Pledger;
- (l) Assistant Director, Housing Operations – existing Assistant Director, Housing Operations, Roger Wilson;
- (m) Assistant Director, Private Sector & Resources – existing Assistant Director, Private Sector & Resources, Lyndsay Swan;
- (n) Assistant Director, Community Services – existing Assistant Director, Community Services, Julie Chandler; and
- (o) Chief Internal Auditor – existing Chief Internal Auditor, Brian Bassington.

35. Council is asked to note the overall approach, the assimilations described above and to note that where an Assistant Director post is not filled by direct assimilation other arrangements (such as ring fencing or voluntary redundancy/early retirement) may apply depending on the position of the individual post holders.

36. It is proposed that the assimilation/ring fenced arrangements for Assistant Directors will commence in January 2014 once the Director appointments have been agreed by Council on TBA.

### **Job Descriptions**

37. Job Descriptions for the Assistant Directors will be subject to job evaluation under the NJC Scheme which has been implemented by the Council. It is proposed to use the same format as the current Job Descriptions whereby that in addition to service and functional responsibilities, all Assistant Director posts will contain a common element which reflects amongst other matters the Council's commitment to improving performance and corporate working.

38. The internal job evaluation process will determine whether Assistant Director roles are graded at either 11 or 12.

*Further comments maybe required if it is necessary to amend the Council's payline.*

### **Salary**

39. As with the Director roles, the Council commissioned GatenbySanderson to undertake a salary benchmark exercise for the Assistant Director posts.

*Further information to be included here depending on out come of benchmark exercise.*

### **Other roles**

40. Following the appointment of Directors and assimilation of the Assistant Directors, they will be asked to apply for the following roles:

- (a) Deputy Chief Financial Officer;
- (b) Deputy Monitoring Officer; and
- (c) Returning Officer.

41. The Panel will consider the appointments to the roles in (a) and (b) and the Head of Paid Service will appoint role (c).

*Consider an allowance for the deputy roles.*

42. The Returning Officer is subject to a fee arrangement which is not set by the Council.

### **Costs/savings**

TBA

### **Consultation**

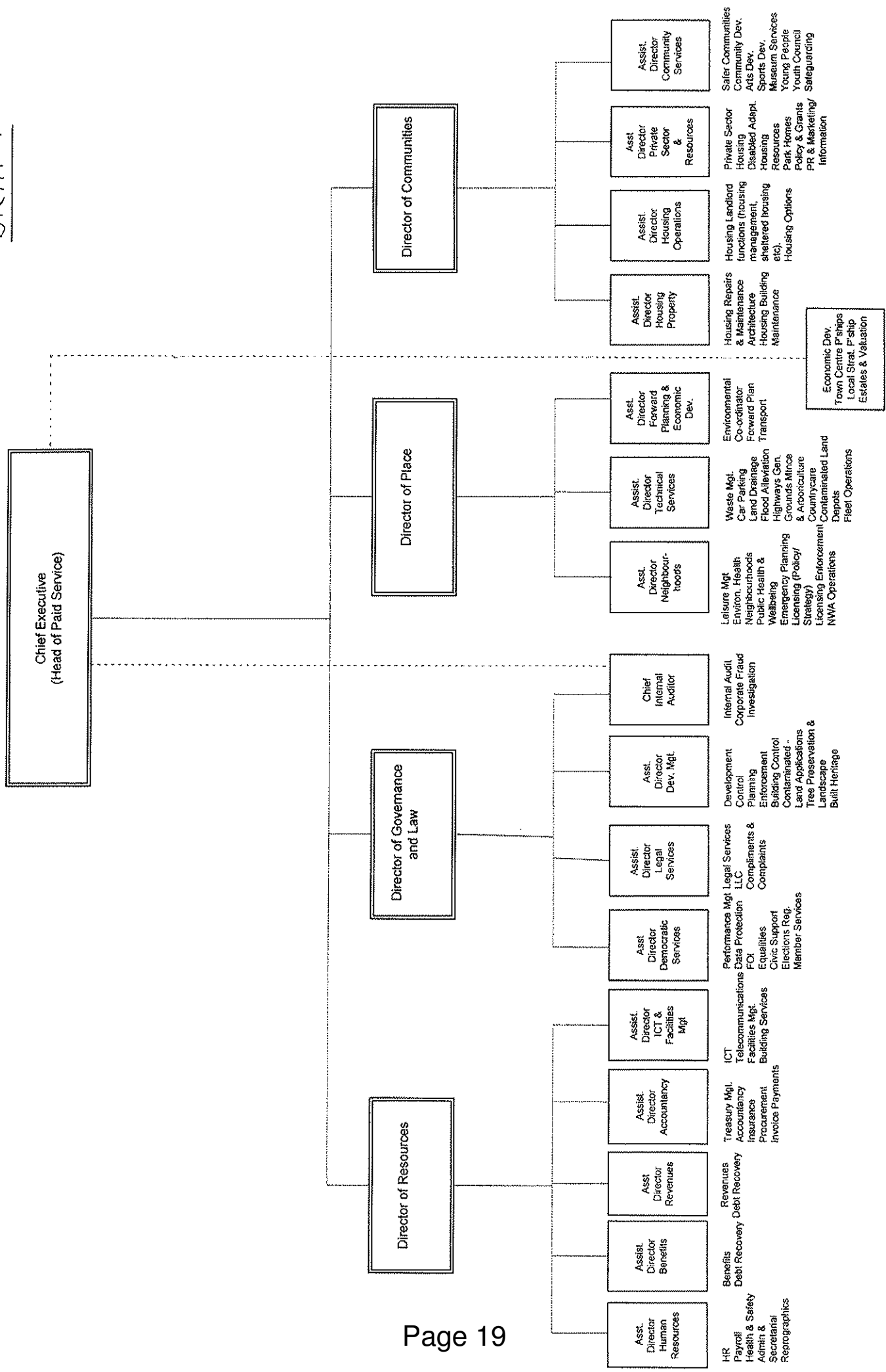
All Directors and Assistant Directors were consulted with at an early stage of the formation of the proposed structure as was the Directorate Restructuring Panel and the Trade Unions. All staff received a draft copy of this report with the associated attachments and were formally consulted over a period of 45 days through August and September. Their comments were considered by the Head of Paid Service and incorporated where appropriate.



*If appropriate, specific comments following the consultation process to be included here.*

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### EFDC Corporate Values & Behaviours Draft V4

#### Behaviour feedback suggestions to demonstrate the Values

##### TRUST

We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions.

##### Our Expected Behaviours

1. We will be open and honest in our dealings with each other, our residents and customers.
2. We will listen, share information and trust in each other.
3. We will give and receive constructive and consistent feedback to each other.
4. We will take responsibility for our actions, learn from our mistakes and support each other.

##### Unacceptable Behaviours

1. We won't make promises we know we can't keep.
2. We won't discriminate against people by treating them unfairly or unequally.
3. We won't tolerate a 'blame culture'.
4. We won't disclose private information or confidences (*unless required to do so by law*).

##### PERFORMANCE

We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do.

##### Our Expected Behaviours

1. We will continually develop our skills and be willing to learn.
2. We will strive to achieve excellence in everything we do.
3. We will communicate clearly and use plain English.
4. We will take pride in our work and lead by example.

##### Unacceptable Behaviours

1. We won't make excuses for not delivering.
2. We won't base decisions solely on emotion and assumptions, instead of facts.
3. We won't accept missed targets without good reason.
4. We won't allow personal interest or favoritism to affect our judgment.

## **ONE TEAM**

We will work together as *One Council*, supporting each other and our partners to achieve better results for everyone.

### **Our Expected Behaviours**

1. We will encourage each other and build good working relationships.
2. We will recognise everyone is different and value each others contributions.
3. We will work together to help everyone understand and achieve the council's goals.
4. We will keep a sense of humour, and set out to make each day enjoyable.

### **Unacceptable Behaviours**

1. We won't work in isolation or pursue our personal agendas.
2. We won't be inconsiderate or fail to give credit to others.
3. We won't be territorial.
4. We won't do the bare minimum just to get by.

## **CUSTOMER**

We will put the customer at the heart of everything we do, providing services that are tailored to the different needs of our communities

### **Our Expected Behaviours**

1. We will listen, try to understand and respond to what is important to our customers.
2. We will maintain positive and caring attitudes
3. We will accept that everyone has different needs and offer realistic solutions wherever possible.
4. We will keep our customers informed of any changes and decisions that affect them.

### **Unacceptable Behaviours**

1. We won't tell people what they need without consulting or listening to them.
2. We won't assume the customer knows less information than we do.
3. We won't use jargon deliberately to confuse or demean people.
4. We won't be patronising, rude or dismiss complaints without investigation.

## **INNOVATION**

We will seek new ways of working to improve and change to meet new challenges.

### **Our Expected Behaviours**

1. We will give people the confidence to suggest new ideas.
2. We will encourage and support creative thinking, learn from the experience of others and share best practice.
3. We will try new ideas and review existing ways of doing things.
4. We will accept that not every new idea will work.

### **Unacceptable Behaviours**

1. We won't resist change because *'we have always done it this way'*.
2. We won't create obstacles to block change.
3. We won't stay as we are *'for an easy life'*.
4. We won't take unnecessary risks when trying new things.

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## **Report to the Directorate Restructuring Panel**



**Epping Forest  
District Council**

**Report reference:           DRP-001-2013/14**  
**Date of meeting:           29 August 2013**

**Report of:                    Head of Paid Service**

**Subject:                     Consultation – Job Descriptions and Person Specification**

**Responsible Officer:       Paula Maginnis       (01992 564536).**

**Democratic Services Officer:   Ian Willett       (01992 564243).**

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### **Recommendation:**

**To consider and comment on the draft job descriptions and person specifications for the:**

- (a) Director roles,**
- (b) statutory designations,**
- (c) Deputy Chief Executive, and**
- (d) deputy statutory designations**

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### **Introduction**

1. At the Council meeting on 21 May 2013, members agreed the terms of reference for the Directorate Restructuring Panel which included;
  - ‘agree Chief Officer job descriptions, person specifications and other relevant documents’

This report provides the Panel an opportunity to consider the draft documents for the roles listed in the recommendation above, and enable the Head of Paid Service to take account of the Panel’s comments before finalising the documents.

### **Job Descriptions and Person Specifications**

2. Draft job descriptions and the person specification for the Director roles, which have been based on the current documents, are attached for discussion and consideration by the Panel.
3. In addition copies of the draft job descriptions for statutory designations, the deputy statutory roles along with the Deputy Chief Executive role have been attached for discussion and consideration by the Panel.
4. The duties and responsibilities of the Monitoring Officer and Chief Financial Officer reflect legislation and the Statutory Officer Protocols set out in the Council’s Constitution. The current Monitoring Officer and Chief Financial Officer are being consulted on the content of these documents.

## **Values and Behaviours**

5. The Council has adopted five key corporate values with associated behaviours to focus staff on delivering our promises, customer service, dealing openly and honestly and actively seeking new ways of doing things. The values are:

- Trust
- One Council
- Performance
- Innovation
- Customer

The intention is that the job descriptions and person specification roles reflect these values, especially that of the Directors.

## **Other Options for Action**

5. The Panel could substitute the job descriptions and person specifications for ones of their own.



- Museum services
  - Young People, Youth Council and Safeguarding
  - PR and Policy & Grants
2. To ensure that work of the directorate is carried out within the policies, strategies and priorities of the Council.
  3. To develop and maintain productive working relationships with statutory agencies and other partner organisations.
  4. To plan for and ensure that services are accessible and that stakeholders are fully engaged and participate in the development and improvement of services:
  5. To be responsible for leading and advising Council on the specific areas of responsibility of the directorate and for leading on related projects or issues as required.

**(b) Corporate responsibilities:**

6. To provide clear and timely strategic advice, guidance and support to elected members and Management Board.
7. To develop and maintain good communications between and with elected members, officers and employees.
8. To provide confident corporate leadership and a clear sense of direction and purpose that enables the Council to deliver its vision, priorities, policies and aims.
9. To undertake a personal workload of corporate and strategic projects to achieve the objectives of the Council.
10. To uphold the Council's governance mechanisms, ensuring appropriate standards of performance, operational effectiveness, probity and open government are maintained.
11. To form strategic alliances and develop effective working relations with partners, government departments, user groups, business and industry, voluntary sector groups, including championing the interests of the District Council's community, stakeholders and partners.
12. To be accountable for adult and child safeguarding issues across the Council.

**(c) Management responsibilities:**

13. To plan for and ensure that the Directorate has effective and efficient functions including:
  - ensuring the effective recruitment, organisation, deployment, motivation and leadership of the employees of the directorate;
  - ensuring the effective management and development of management information, research and evaluation in respect of the directorate's activities to inform strategic planning, operational decision making, organisational development, service improvement and professional services;
  - ensuring that there are thorough up-to-date risk management assessments, registers and plans within the directorate to inform strategic and operational planning;

- ensuring that there is effective business continuity and contingency planning within the directorate and that the directorate makes a full contribution to the District's emergency planning arrangements; and
- to ensure that the services provided are supported by a comprehensive business plan, with the aim of obtaining value for money, delivering effective performance management and improvement, and robust and accurate data quality.

14. Through personal example, open commitment and clear action provide employees with positive leadership, to benefit the corporate agenda and to the standards in accordance with the Council's Values and Behaviours.

15. Through personal example, promote the Council's vision, values, policies and priorities and ensure a positive approach to valuing diversity, resulting in equality of opportunity, access and treatment in service delivery, employment and external communications.

**(d) Responsibilities for Health and Safety:**

16. Ensure all employees and members of the public operate in healthy and safe environments, and that the Council meets its statutory responsibilities under Health and Safety legislation.

**(e) Responsibilities for Finance:**

17. Ensure that there is effective financial management of the directorate's revenue and capital budgets.

**POLITICALLY RESTRICTED POST:** YES

**EXEMPTED FROM THE REHABILITATION OF OFFENDERS ACT 1974:** NO

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
 (Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
 (Post Holder)

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# EPPING FOREST DISTRICT COUNCIL JOB DESCRIPTION

**JOB TITLE:** Director of Governance and Law      **POST NO:**  
**DIRECTORATE:** Governance and Law      **SECTION:**  
**GRADE:** Director Grade      **CAR ALLOWANCE:** Essential  
**POLICE CHECK:** N/A

## **PURPOSE OF THE JOB:**

To support the Chief Executive and the Council in the overall leadership and management of the authority, so as to deliver the Council's vision, priorities, policies and aims.

To play a full part in the corporate and strategic leadership and management of the Council including:

- shaping the development and delivery of corporate plans, strategies, resources, services and reviews of effectiveness, including being an active member of the Council's Management Board;
- leading and facilitating corporate, cross service and organisation working to achieve the most effective services possible for the community and the council;

To have overall responsibility for the strategic and operational management of a group of service areas of the Council.

**DIRECTLY RESPONSIBLE TO:** Chief Executive

**DIRECTLY RESPONSIBLE FOR:** Assistant Director – Democratic Services  
Assistant Director – Legal Services  
Assistant Director – Development Management (Planning & Building Control)  
Chief Internal Auditor

**LIMITS OF AUTHORITY:** See attached sheet.

## **MAIN DUTIES AND RESPONSIBILITIES:**

### **(a) Service responsibilities**

1. To be accountable to the Chief Executive for the strategic leadership, direction and operational effectiveness of the functions within the directorate, and to continuously improve delivery of services; including, but not exclusively;
  - Legal Services and Local Land Charges
  - Performance Management, Data Protection, Freedom of Information
  - Compliments and complaints
  - Democratic Services, including elections
  - Internal Audit and Corporate Fraud
  - Development Control, Building Control and Planning Enforcement
  - Conservation, Landscape and Tree Preservation

2. To ensure that work of the directorate is carried out within the policies, strategies and priorities of the Council.
3. To develop and maintain productive working relationships with statutory agencies and other partner organisations.
4. To plan for and ensure that services are accessible and that stakeholders are fully engaged and participate in the development and improvement of services:
5. To be responsible for leading and advising Council on the specific areas of responsibility of the directorate and for leading on related projects or issues as required.

**(b) Corporate responsibilities:**

6. To provide clear and timely strategic advice, guidance and support to elected members and Management Board.
7. To develop and maintain good communications between and with elected members, officers and employees.
8. To provide confident corporate leadership and a clear sense of direction and purpose that enables the Council to deliver its vision, priorities, policies and aims.
9. To undertake a personal workload of corporate and strategic projects to achieve the objectives of the Council.
10. To uphold the Council's governance mechanisms, ensuring appropriate standards of performance, operational effectiveness, probity and open government are maintained.
11. To form strategic alliances and develop effective working relations with partners, government departments, user groups, business and industry, voluntary sector groups, including championing the interests of the District Council's community, stakeholders and partners.

**(c) Management responsibilities:**

12. To plan for and ensure that the Directorate contains effective and efficient functions including;
  - ensuring the effective recruitment, organisation, deployment, motivation and leadership of the employees of the directorate;
  - ensuring the effective management and development of management information, research and evaluation in respect of the directorate's activities to inform strategic planning, operational decision making, organisational development, service improvement and professional services;
  - ensuring that there are thorough up-to-date risk management assessments, registers and plans within the directorate to inform strategic and operational planning;
  - ensuring that there is effective business continuity and contingency planning within the directorate and that the directorate makes a full contribution to the District's emergency planning arrangements; and



- to ensure that the services provided are supported by a comprehensive business plan, with the aim of obtaining value for money, delivering effective performance management and improvement, and robust and accurate data quality.

13. Through personal example, open commitment and clear action provide employees with positive leadership, to benefit the corporate agenda and to the standards in accordance with the Council's Values and Behaviours.
14. Through personal example, promote the Council's vision, values, policies and priorities and ensure a positive approach to valuing diversity, resulting in equality of opportunity, access and treatment in service delivery, employment and external communications.

**(d) Responsibilities for Health and Safety:**

15. Ensure all employees and members of the public operate in healthy and safe environments, and that the Council meets its statutory responsibilities under Health and Safety legislation.

**(e) Responsibilities for Finance:**

16. Ensure that there is effective financial management of the directorate's revenue and capital budgets.

**POLITICALLY RESTRICTED POST:**

YES

**EXEMPTED FROM THE REHABILITATION OF OFFENDERS ACT 1974:**

NO

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

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- North Weald Airfield - operations
  - Young People, Youth Council and Safeguarding
  - Forward Planning
  - Economic Development including, Estates, Town Centre Partnerships and the Local Strategic Partnership
2. To ensure that work of the directorate is carried out within the policies, strategies and priorities of the Council.
  3. To develop and maintain productive working relationships with statutory agencies and other partner organisations.
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Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
 (Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
 (Post Holder)

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16. Ensure that there is effective financial management of the directorate's revenue and capital budgets.

**POLITICALLY RESTRICTED POST:**

YES

**EXEMPTED FROM THE REHABILITATION OF OFFENDERS ACT 1974:**

NO

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

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# PERSON SPECIFICATION

POST TITLE: Director

POST NO:

ESSENTIAL      DESIRABLE

## 1. Education, Training and Knowledge

No specific qualifications are essential for the Director role, it is expected that applicants will be educated to degree or full professional level or equivalent √

Postholder must be able to demonstrate ongoing management development. √

Thorough appreciation, knowledge and understanding of the current issues facing local government. √

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation. √

Working knowledge of how IT can underpin the efficient and effective delivery of services, communications, systems and processes within the Council √

## 2. Experience

Substantial experience at senior management level, in a complex multi functional organisation with a strong customer orientation. √

Senior management experience in a local authority or public sector body. √

Sufficient in depth and a breadth of experience to provide strategic vision, direction, management and leadership. √

Experience of working effectively with elected members or equivalent √

Experience of successfully leading teams and achieving performance and results through others √

Able to demonstrate a record of achieving results through partnership working and cross directorate working √

Evidence of implementing innovative solutions to improve/modernise service delivery √

Evidence of high level involvement in the preparation, management and control of budgets and capital programmes √

## 3. Skills and Abilities

**3a Oral communication**

- Ability to present complex information/reports in a concise and clear manner to a range of audiences ✓
- Possess highly developed interpersonal and influencing skills ✓
- Ability to relate successfully to people from a wide range of social and cultural backgrounds ✓
- Possess well developed consultation and negotiation skills ✓

**3b Written communication**

- Ability to write complex reports, correspondence etc in a concise and clear manner to a range of audiences. ✓

**3c IT skills**

- Working knowledge of Word and Excel ✓

**3d General Skills**

- High degree of political sensitivity. ✓
- Able to demonstrate clear examples of collaborative working. ✓
- Demonstrable management skills, specifically;
  - The ability to think and plan strategically; ✓
  - The ability to set and deliver realistic yet challenging objectives; ✓
  - The ability to drive through improvements to performance; ✓
  - The ability to initiate and effectively manage change; ✓
  - The ability to lead and inspire teams; ✓
  - A creative and innovative approach to problem solving; ✓
  - The ability to prioritise the use of resources, including staff, physical, financial and time, to achieve objectives; ✓

**4. Other Requirements:**

- Undertake to continually develop skills and behaviours and be willing to learn ✓
- Demonstrate a strong customer focus. ✓
- Demonstrate a strong personal commitment to quality and cost effective public services that is informed by customer and community involvement. ✓

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

√

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

√

An excellent working understanding of and commitment to, Equalities and Health and Safety in both employment and service delivery.

√

Ability to attend meetings outside normal working hours on a regular basis.

√

**Signed:** \_\_\_\_\_ **Dated:** \_\_\_\_\_  
**(Chief Executive)**

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# EPPING FOREST DISTRICT COUNCIL JOB DESCRIPTION

**JOB TITLE:** Deputy Chief Executive

**DIRECTORATE:**

**ALLOWANCE:**

## **MAIN DUTIES AND RESPONSIBILITIES:**

### **Corporate responsibilities:**

1. To deputise for the Chief Executive in the absence of the post-holder both internally and at external stakeholder meetings.
2. To undertake the lead role with respect to Emergency Planning and Business Continuity.
3. To undertake the lead role with respect to partnership working and in particular to support the Local Strategic Partnership to achieve its aims as outlined in the Community Strategy.
4. To undertake the lead role with respect to Overview and Scrutiny and Local Council's Liaison.
5. To lead on joint working with respect to Health and Wellbeing, representing the Council at the West Essex Health and Wellbeing Executive Group and Joint Wellbeing Committee.
6. To champion and take the lead with the Council's Values and Behaviours to deliver cultural change in the way the Council delivers its services.

### **Knowledge, Skills and Abilities**

It is essential that the postholder meets the following;

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation and experience of working effectively with elected members or equivalent.

Substantial experience at senior management level dealing with varied issues across the authority.

Ability to present complex information/reports/correspondence in a concise and clear manner to a range of audiences either orally or in writing.

Possess highly developed interpersonal and influencing skills.

Ability to relate successfully to people from a wide range of social and cultural backgrounds.

Possess well developed consultation and negotiation skills.

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

Ability to attend meetings outside normal working hours on a regular basis.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive )

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

DRAFT



## **EPHING FOREST DISTRICT COUNCIL JOB DESCRIPTION**

**JOB TITLE:** Monitoring Officer

**ALLOWANCE:**

**DIRECTORATE:**

### **PURPOSE OF THE JOB:**

To undertake the duties and responsibilities of Section 5 and 5A of the Local Government and Housing Act 1989 (Duty to Report) and the Local Government Acts 2000 and 2007 and the Localism Act 2011 (Member Conduct).

Report on contraventions or likely contraventions of any enactment of rule of law

Report on any maladministration or injustice where the Ombudsman has carried out an investigation

Investigate misconduct in compliance with the regulations.

**DIRECTLY RESPONSIBLE  
TO:**

Chief Executive  
(Head of Paid Service)

The Council: Statutory duties under the relevant legislation

### **MAIN DUTIES AND RESPONSIBILITIES:**

Prepare a report to the authority, if it at any time appears that any proposal, decision or omission by the authority, by any committee, sub-committee of the authority, by any person holding any office or employment under the authority or by any joint committee on which the authority are represented constitutes, has given rise to or is likely to or would give rise to;

- (i) contravention by the authority of any enactment or rule of law or of any code of practice made or approved by or under any enactment; or
- (ii) any maladministration or injustice under Part III of the Local Government Act 1974 (Ombudsman with respect to that proposal, decision or omission),

In preparing the report under this section, to consult so far as practicable with the Head of Paid Service and Chief Financial Officer. Once prepared, arrange a copy to be sent to each member of the authority.

Undertake the statutory responsibilities of the role in a positive way and in a manner that enhances the overall reputation of the Council and will also safeguard, so far as is possible, elected members and officers whilst acting in their official capacities.

Ensure the timely flow of relevant information to officers and members to assist with their decision making.

Develop good liaison and working relations with relevant external organisations, including, the District Auditor and the Local Government Ombudsman, including giving and receiving relevant information, whether confidential or otherwise, whether requested or not.

Ensure that the Head of the Paid Service and the Chief Financial Officer have up-to-date information regarding emerging issues.

Report to the Council from time to time on the Constitution and any necessary or desirable changes following consultation, in particular with the Head of the Paid Service and the Chief Financial Officer.

To be a member of the Corporate Governance Group and to consult with the Head of Paid Service and Chief Financial Officer on governance and probity issues affecting the Council either in the context of those meetings or separately.

Responsible for all statutory requirements for member conduct.

Seek legal advice as required and work/liaise with the Public Law Partnership.

Keep the Constitution under review and to report to the Council on any necessary or desirable changes after consultation. Advise the Council on the interpretation/operation of the Council's constitution.

Promote and maintain high standards of conduct through support to the Standards for England Statutory Guidance.

Provide advice on vices issues, maladministration, financial impropriety, probity and policy framework and budget issues

Prepare a training programme for Members of the Council on the ethical framework, for approval by the Standards Committee.

Make arrangements to ensure good communications with the Clerks to the Town and Parish Councils in the District.

As per the statutory requirements, make a report to the Council, as necessary, on the staff, accommodation and resources required to discharge the statutory functions.

To recommend the appointment of a Deputy Monitoring Officer to the Council.

Keep the Deputy Monitoring Officer briefed on any relevant issues that they may be required to deal with in their absence.

Establish and maintain registers of Members' interests and gifts and hospitality.

Advise on the application of Section 36 of the Freedom of Information Act 2000.

Be a member of the Council's Management Board.

Carry out the role in accordance with the Statutory Officers Protocol within the Council's Constitution.

### **Knowledge, Skills and Abilities**

It is essential that the postholder meets the following;

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation and experience of working effectively with elected members or equivalent.

Substantial experience at senior management level dealing with Constitutional, maladministration and member conduct/standards issues.

Ability to present complex information/reports/correspondence in a concise and clear manner to a range of audiences either orally or in writing.

Demonstrable experience of carrying out investigations into sensitive but serious complaints.

Possess highly developed interpersonal and influencing skills.

Ability to relate successfully to people from a wide range of social and cultural backgrounds.

Possess well developed consultation and negotiation skills.

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

Ability to attend meetings outside normal working hours on a regular basis.

**POLITICALLY RESTRICTED POST:** YES

**EXEMPT FROM THE REHABILITATION OF OFFENDERS ACT 1974:** NO

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

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# EPHING FOREST DISTRICT COUNCIL JOB DESCRIPTION

**JOB TITLE:** Chief Financial Officer

**ALLOWANCE:**

## **PURPOSE OF THE JOB:**

Responsible for carrying out the duties set out in Section 151 of the Local Government Act 1972 and Part VII of the Local Government Finance Act 1988.

Responsible for;

- maintain strong financial management underpinned by effective financial controls;
- contribute to corporate management and leadership;
- support and advise democratically elected representatives; and
- support and advise officers in their operational roles;

## **DIRECTLY RESPONSIBLE**

**TO:**

Chief Executive  
(Head of Paid Service)

The Council:

Statutory duties under the relevant legislation

## **MAIN DUTIES AND RESPONSIBILITIES:**

On behalf of the Executive report to the Council if it appears that the authority, a committee of the authority, a person holding any office or employment under the authority or a joint committee on which the authority is represented;

- (a) has made or is about to make a decision which would involve the authority incurring expenditure which is unlawful;
- (b) has taken or is about to take a course of action which would be unlawful and likely to cause a loss or deficiency on the part of the authority; or
- (c) is about to enter an item of account the entry of which is unlawful

To report if it appears that the expenditure of the authority incurred (or proposes to incur) in a financial year is likely to exceed the resources available to it to meet that expenditure. Consulting as far as is practicable the Head of Paid Service and the Monitoring Officer in the preparation of the report.

Undertake the statutory responsibilities of the role in a positive way and in a manner that enhances the overall reputation of the Council and will also safeguard, so far as is possible, elected members and officers whilst acting in their official capacities, from financial difficulties.

Work with members and officers to discharge the Council's statutory and discretionary responsibilities.

Ensure the timely flow of relevant information to officers and members to assist with their decision making.

Ensure the Head of Paid Service and the Monitoring Officer are kept up-to-date with relevant information regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit.

Meet regularly with the Head of Paid Service and the Monitoring Officer to consider and recommend action in connection with Corporate Governance issues and other matters of concern regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit.

Report to the Council, from time to time, on Financial Regulations and any necessary or desirable changes following consultation, in particular with the Head of Paid Service and Monitoring Officer.

As per the statutory requirements, make a report to the Council, as necessary, on the staff, accommodation and resources required to discharge the statutory functions.

Develop an effective working liaison and relationship with the External Auditor and refer any breaches or give and receive any relevant information, whether confidential or otherwise.

To recommend the appointment of a Deputy Chief Finance Officer for appointment by the Council.

Keep the Deputy Chief Finance Officer briefed on any relevant issues that they may be required to deal with in their absence.

Appoint an appropriate adviser in cases when precluded from offering advice and the deputy is unable to advise.

Be available for members and officers to consult on any issues relating to the Council's financial powers, possible unlawful payments, or general advice on the financial arrangements.

Attend any meeting of the Council before any decision is taken (including a failure to take a decision where one should have been taken) at or before the Council, Cabinet, Committee meetings and Sub-Committee meetings (or equivalent arrangements).

Be a member of the Council's Management Board.

Record details of any advice given in the most appropriate way.

Carry out the role in accordance with the Statutory Officers Protocol within the Council's Constitution.

### **Knowledge, Skills and Abilities**

It is essential that the postholder meets the following;

Postholder must hold current membership of one or more of the following;

- The Institute of Chartered Accountants in England and Wales
- The Institute of Chartered Accountants of Scotland
- The Chartered Association of Certified Accountants
- The Chartered Institute of Public Finance and Accountancy
- The Institute of Chartered Accountants in Ireland
- The Chartered Institute of Management Accounts

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation and experience of working effectively with elected members or equivalent.

Substantial financial experience at senior management level, in a complex multi functional organisation, preferably in a local authority or public sector body.

Ability to present complex information/reports/correspondence in a concise and clear manner to a range of audiences either orally or in writing.

Possess highly developed interpersonal and influencing skills.

Ability to relate successfully to people from a wide range of social and cultural backgrounds.

Possess well developed consultation and negotiation skills.

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

Ability to attend meetings outside normal working hours on a regular basis.

**POLITICALLY RESTRICTED POST:** YES

**EXEMPT FROM THE REHABILITATION OF OFFENDERS ACT 1974:** NO

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

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# EPHING FOREST DISTRICT COUNCIL JOB DESCRIPTION

**JOB TITLE:** Deputy Monitoring Officer

**ALLOWANCE:**

**DIRECTORATE:**

## **PURPOSE OF THE JOB:**

In the absence of the Monitoring Officer;

To undertake the duties and responsibilities of Section 5 and 5A of the Local Government and Housing Act 1989 (Duty to Report) and the Local Government Acts 2000 and 2007 and the Localism Act 2011 (Member Conduct).

Report on contraventions or likely contraventions of any enactment of rule of law

Report on any maladministration or injustice where the Ombudsman has carried out an investigation

Investigate misconduct in compliance with the regulations.

**DIRECTLY RESPONSIBLE TO:**

Chief Executive  
(Head of Paid Service)

The Council:

Statutory duties under the relevant legislation

## **MAIN DUTIES AND RESPONSIBILITIES:**

In the absence of the Monitoring Officer;

Prepare a report to the authority, if it at any time appears that any proposal, decision or omission by the authority, by any committee, sub-committee of the authority, by any person holding any office or employment under the authority or by any joint committee on which the authority are represented constitutes, has given rise to or is likely to or would give rise to;

- (i) contravention by the authority of any enactment or rule of law or of any code of practice made or approved by or under any enactment; or
- (ii) any maladministration or injustice under Part III of the Local Government Act 1974 (Ombudsman with respect to that proposal, decision or omission),

In preparing the report under this section, to consult so far as practicable with the Head of Paid Service and Chief Financial Officer. Once prepared, arrange a copy to be sent to each member of the authority.

Undertake the statutory responsibilities of the role in a positive way and in a manner that enhances the overall reputation of the Council and will also safeguard, so far as is possible, elected members and officers whilst acting in their official capacities.

Ensure the timely flow of relevant information to officers and members to assist with their decision making.

Develop good liaison and working relations with the Standards for England (or any successor body), its Ethical Standards Officers, the District Auditor and the Local Government Ombudsman, including giving and receiving relevant information, whether confidential or otherwise, whether requested or not.

Ensure that the Head of the Paid Service and the Chief Financial Officer have up-to-date information regarding emerging issues.

Attend the Corporate Governance Group and to consult with the Head of Paid Service and Chief Financial Officer on governance and probity issues affecting the Council either in the context of those meetings or separately.

Responsible for all statutory requirements for member conduct.

Seek Counsel's opinion or take appropriate action on any matter concerning the Monitoring Officer functions.

Advise the Council on the interpretation/operation of the Council's constitution.

Promote and maintain high standards of conduct through support to the Standards for England Statutory Guidance.

Provide advice on vices issues, maladministration, financial impropriety, probity and policy framework and budget issues

Prepare a training programme for Members of the Council on the ethical framework, for approval by the Standards Committee.

Make arrangements to ensure good communications with the Clerks to the Town and Parish Councils in the District.

Establish and maintain registers of Members' interests and gifts and hospitality.

Advise on the application of Section 36 of the Freedom of Information Act 2000.

Attend the Council's Management Board.

Carry out the role in accordance with the Statutory Officers Protocol within the Council's Constitution.

### **Knowledge, Skills and Abilities**

It is essential that the postholder meets the following;

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation and experience of working effectively with elected members or equivalent.

Experience at a senior level dealing with Constitutional, maladministration and member conduct/ standards issues.

Ability to present complex information/reports/correspondence in a concise and clear manner to a range of audiences either orally or in writing.

Demonstrable experience of carrying out investigations into sensitive but serious complaints.

Possess highly developed interpersonal and influencing skills.

Ability to relate successfully to people from a wide range of social and cultural backgrounds.

Possess well developed consultation and negotiation skills.

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

Ability to attend meetings outside normal working hours on a regular basis.

**POLITICALLY RESTRICTED POST:** **YES**

**EXEMPT FROM THE REHABILITATION OF OFFENDERS ACT 1974:** **NO**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)

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# EPPING FOREST DISTRICT COUNCIL JOB DESCRIPTION

**JOB TITLE:** Deputy Chief Financial Officer      **ALLOWANCE:**

## **PURPOSE OF THE JOB:**

In the absence of the Chief Financial Officer be;

Responsible for carrying out the duties set out in Section 151 of the Local Government Act 1972 and Part VII of the Local Government Finance Act 1988.

Responsible for;

- maintain strong financial management underpinned by effective financial controls;
- contribute to corporate management and leadership;
- support and advise democratically elected representatives; and
- support and advise officers in their operational roles;

## **DIRECTLY RESPONSIBLE**

**TO:**

Chief Executive  
(Head of Paid Service)

The Council:      Statutory duties under the relevant legislation

## **MAIN DUTIES AND RESPONSIBILITIES:**

In the absence of the Chief Financial Officer;

On behalf of the Executive report to the Council if it appears that the authority, a committee of the authority, a person holding any office or employment under the authority or a joint committee on which the authority is represented;

- (a) has made or is about to make a decision which would involve the authority incurring expenditure which is unlawful;
- (b) has taken or is about to take a course of action which would be unlawful and likely to cause a loss or deficiency on the part of the authority; or
- (c) is about to enter an item of account the entry of which is unlawful

To report if it appears that the expenditure of the authority incurred (or proposes to incur) in a financial year is likely to exceed the resources available to it to meet that expenditure. Consulting as far as is practicable the Head of Paid Service and the Monitoring Officer in the preparation of the report.

Undertake the statutory responsibilities of the role in a positive way and in a manner that enhances the overall reputation of the Council and will also safeguard, so far as is possible, elected members and officers whilst acting in their official capacities, from financial difficulties.

Work with members and officers to discharge the Council's statutory and discretionary responsibilities.

Ensure the timely flow of relevant information to officers and members to assist with their decision making.

Ensure the Head of Paid Service and the Monitoring Officer are kept up-to-date with relevant information regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit.

Meet with the Head of Paid Service and the Monitoring Officer to consider and recommend action in connection with Corporate Governance issues and other matters of concern regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit.

Develop an effective working liaison and relationship with the External Auditor and refer any breaches or give and receive any relevant information, whether confidential or otherwise.

Be available for members and officers to consult on any issues relating to the Council's financial powers, possible unlawful payments, or general advice on the financial arrangements.

Attend any meeting of the Council before any decision is taken (including a failure to take a decision where one should have been taken) at or before the Council, Cabinet, Committee meetings and Sub-Committee meetings (or equivalent arrangements).

Attend the Council's Management Board.

Record details of any advice given in the most appropriate way.

Carry out the role in accordance with the Statutory Officers Protocol within the Council's Constitution.

### **Knowledge, Skills and Abilities**

It is essential that the postholder meets the following;

Postholder must hold current membership of one or more of the following;

- The Institute of Chartered Accountants in England and Wales
- The Institute of Chartered Accountants of Scotland
- The Chartered Association of Certified Accountants
- The Chartered Institute of Public Finance and Accountancy
- The Institute of Chartered Accountants in Ireland
- The Chartered Institute of Management Accounts

A thorough understanding of the implications of working in a politically controlled and democratically elected organisation and experience of working effectively with elected members or equivalent.

Substantial financial experience at a senior level, in a complex multi functional organisation, preferably in a local authority or public sector body.

Ability to present complex information/reports/correspondence in a concise and clear manner to a range of audiences either orally or in writing.

Possess highly developed interpersonal and influencing skills.

Ability to relate successfully to people from a wide range of social and cultural backgrounds.

Possess well developed consultation and negotiation skills.

Demonstrate personal resilience under pressure including the ability to generate urgency in others without panic and to work to tight deadlines.

Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.

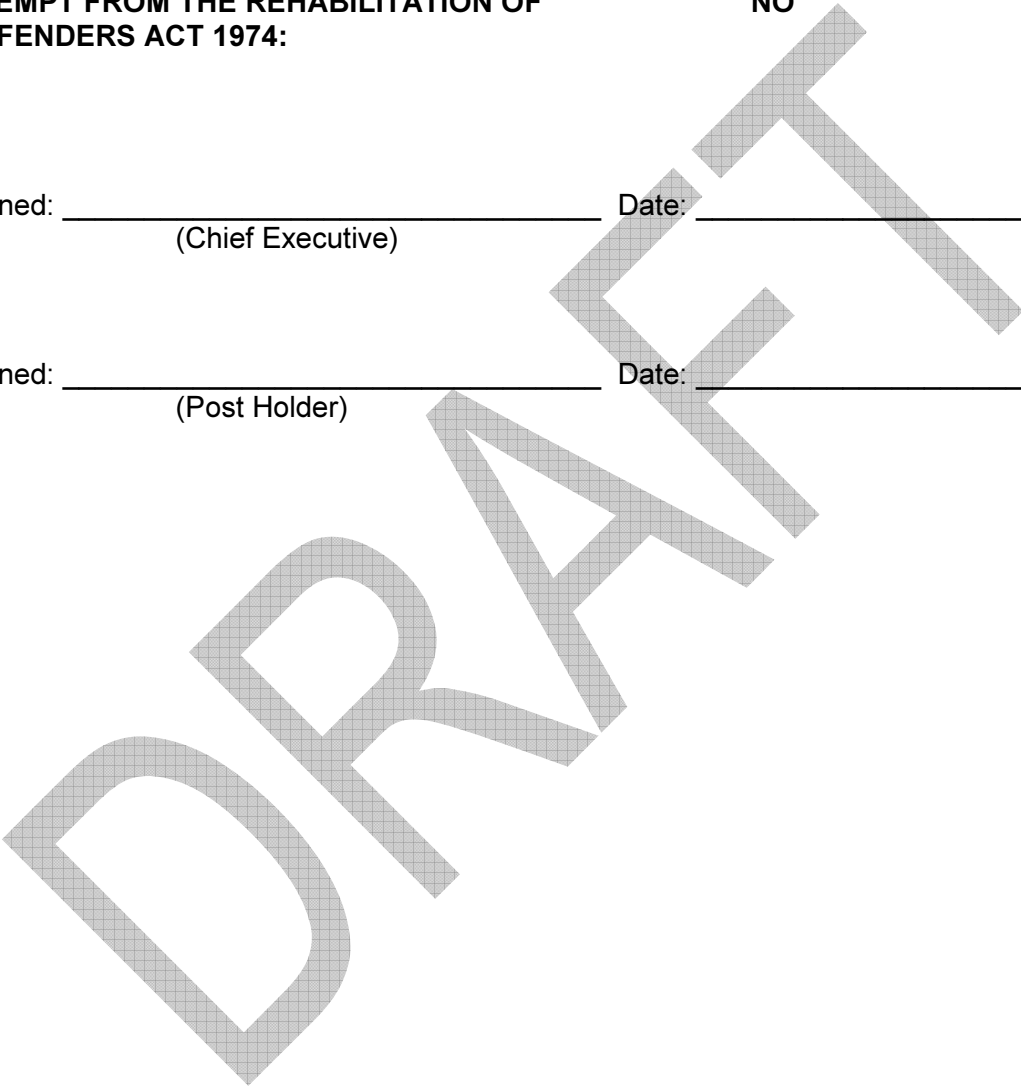
Ability to attend meetings outside normal working hours on a regular basis.

**POLITICALLY RESTRICTED POST: YES**

**EXEMPT FROM THE REHABILITATION OF OFFENDERS ACT 1974: NO**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chief Executive)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Post Holder)



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