



# Candidate Briefing Pack

## Head of Legal Services

### Tameside Metropolitan Borough Council



**June 2019**

Prepared by:

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## Contents

1. Welcome Letter from Sandra Stewart - Borough Solicitor (Monitoring Officer)
2. Head of Legal Services Advert
3. People Plan 2018-2021
4. Corporate Plan
5. Legal Structure
6. Job Description and Person Specification
7. How to apply information

## Welcome Letter from Sandra Stewart - Borough Solicitor and Monitoring Officer

Dear Candidate,

Thank you for taking the time to consider this important role here in Tameside.

Tameside is a forward-looking borough, committed to safeguarding our community and maximising the wellbeing of our residents, protecting the most vulnerable and putting people at the forefront of services to ensure that every decision supports our boroughs economic growth and self-sufficiency.

Central to this ambition are our people, our people drive our success and enable the organisation to deliver on its vision, purpose and priorities, and we believe that our people are our most important resource and asset. Our People Plan 2018 -2021 is contained within this pack and it highlights our key priorities by ensuring we continue to attract, develop and retain our workforce so that they can continue to deliver and commission high quality services to our citizens.

As part of our plan, we are now looking for an experienced legal professional to support our corporate decision making and to lead our legal team.

The Head of Legal (Deputy Monitoring Officer) role reports into me as Director of Governance & Pensions (Borough Solicitor). You will lead and provide high quality legal, compliance and commercial advice to Officers and Members across the Council and you will be responsible for fully ensuring the Council operates appropriately within its regulatory and legislative framework. You will deal with drafting and negotiation of a wide range of commercial contracts, leading the in-house team and providing pro-active guidance on constitutional and regulatory matters which also includes our Strategic Commissioning Function with the Clinical Commissioning Group (CCG) as we grow and extend our services and commissioning activity.

You will be a qualified Solicitor with a minimum of 5 years post qualification experience in a relevant field. You will have a demonstrable track record of delivering high quality commercial risk based legal advice and the ability to advise on a wide range of legal and compliance issues affecting the Council. Excellent organisational skills and the ability to balance conflicting demands and lead the Council's legal team will be paramount.

Experience as a litigator and or/a commercial regeneration background would be helpful as well as someone who can be a true ambassador to promote and grow our Legal Services endorsing its reputation and service internally as well as with our growing partnership and stakeholder groups.

If you are ambitious, ready for the challenge and the opportunity to be involved in some exciting projects, we look forward to receiving your application.

**Sandra Stewart**  
**Borough Solicitor (Monitoring Officer)**

## Advert

### **Head of Legal Services (Deputy Monitoring Officer)**



**Salary: £68,965 - £76,763**

Tameside is a forward-looking borough, committed to safeguarding our community and maximising the wellbeing of our residents, protecting the most vulnerable and putting people at the forefront of services to ensure that every decision supports our boroughs economic growth and self-sufficiency.

We are looking for an experienced legal professional to support our corporate decision making and to lead our legal team. You will lead and provide high quality legal, compliance and commercial advice to Officers and Members across the Council and our integrated health commissioning function. You will be responsible for fully ensuring the Council operates appropriately within its regulatory and legislative framework.

You will be a qualified Solicitor with a minimum of 5 years PQE in a relevant field. You will have a demonstrable track record of delivering high quality commercial risk based legal advice and the ability to advise on a wide range of legal and compliance issues affecting the Council together with the ability to balance conflicting demands and lead the Council's legal team will be paramount.

For a confidential discussion, please call Pete John on 07701 305617 or Helen Alwell on 07809 905 467 at our recruitment partners, Penna

Closing date for applications: Wednesday 3<sup>rd</sup> July 2019

# PEOPLE PLAN 2018 – 2021

Thriving through our People!



# INTRODUCTION

*"Together we are committed to ensuring all our residents lead long, fulfilling and healthy lives. We are committed to supporting economic growth, providing high quality health and care services, protecting our most vulnerable and creating strong and supportive, self-sufficient communities."*

I am proud to present the People Plan for Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group. This plan supports the delivery of our key priorities by ensuring we continue to attract, develop and retain our workforce so they can continue to deliver and commission high quality services to our citizens.

Our People Plan plays a critical role in embedding our values and behaviours, which will enable transformational change, whilst driving continual improvement in delivering our priorities. Our employees' skills, experience and knowledge are essential to our success along with their happiness, commitment, enthusiasm and motivation to be the best they can be.

Our People Plan recognises that our people drive our success and enable the organisation to deliver on its vision, purpose and priorities and that our people are our most important resource and asset. It sets out a charter for all people related matters supporting our ambition to be an employer of choice, where employees feel valued, listened to and know their contributions really matter.



*[Signature]*

Steven Pleasant  
Chief Executive/Accountable Officer



# AIMS OF OUR PEOPLE PLAN

Our People Plan is underpinned by our STRIVE values of Support, Trust, Respect, Integrity, Value Difference and Engage. Our values underpin our practice and behaviours and are at the heart of everything that we do, how we do things are just as important as what we do. The People Plan is made up of five main strategic aims supporting a positive culture to embrace the changes and challenges ahead, whilst delivering our key priorities.

- We want to **Attract** and recruit the best employees and have a workforce that is representative of the area.
- We want to support and **Develop** our employees to meet their career aspirations and fulfil their potential
- We want to reward and **Retain** our employees, ensuring that their contributions are recognised and celebrated
- We will inspire strong **Leadership and Management** to support a vibrant, innovative and inclusive culture; creating a flexible and agile workforce that can work across service and sector boundaries to deliver innovative and cost effective 'place based' solutions with residents, businesses and communities at the heart of everything we do.
- We will ensure that **Health, Wellbeing** and **Engagement** runs throughout everything we do, to support a healthy, engaged and productive workforce and environment. Engaged employees strive to deliver better services and outcomes.

Our People Plan plays a critical role in embedding our values and behaviours, which will enable transformational change, whilst driving continual improvement in delivering our priorities. Our employees' skills, experience and knowledge are essential to our success along with their happiness, commitment, enthusiasm and motivation to be the best they can be.





# STRATEGIC AIMS

STRATEGIC AIM:	STRATEGIC OBJECTIVES:	KEY MEASURES/OUTCOMES AND IMPACT:
<b>Attract</b> Recruiting committed and talented individuals into our job roles is the key to our successful future. We aspire to be an employer of choice and to achieve this we must attract confident, capable, flexible and talented individuals across all roles	<ul style="list-style-type: none"> <li>• Develop our reputation as a good employer</li> <li>• Through good workforce planning, identify future job roles and career opportunities</li> <li>• Develop diverse methods to attract and recruit talent</li> <li>• Have creative recruitment processes to ensure that we reach a diverse audience</li> <li>• Increase the diversity of the workforce by attracting and recruiting talented and committed individuals with the right skills, behaviours and attitudes</li> <li>• Enhance the age profile of the workforce by encouraging talent into the workforce</li> <li>• Develop policies, guidance and interventions that support carers in our workforce to be able to balance their caring role with that of their work role</li> <li>• Eliminate the gender pay gap through effective monitoring and improved practices</li> <li>• Develop flexible and responsive recruitment processes</li> <li>• Develop flexible working practices that support carbon reduction by reducing unnecessary travel</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative recruitment processes identified and used to support successful recruitment</li> <li>• Identify hard to fill areas and ensure targeted and bespoke recruitment activity</li> <li>• Increase in diversity profile of applicants</li> <li>• Maximise the Tameside Apprenticeship Scheme and Works Experience Scheme</li> <li>• Support dedicated pathways to encourage and enable care leavers and our vulnerable young people into employment</li> <li>• Number of vacancies filled first time</li> <li>• % age of carers in the workforce accessing and utilising policies, guidance and interventions</li> <li>• Reduced Gender Pay Gap through to elimination by effective reward, flexible working, clear and accessible career pathways</li> <li>• % age of employees working in a flexible and agile way</li> </ul>
<b>Develop</b> Developing, training and supporting our employees to feel fulfilled in their role and achieve their career ambitions.	<ul style="list-style-type: none"> <li>• Develop and support all employees and managers to understand what is expected of them to effectively deliver their role and responsibilities, through regular one to one's and the Annual Development Review process (ADRP)</li> <li>• Ensure that we 'Grow our Own', and invest in the talent of our workforce, creating opportunities for development and learning</li> <li>• Ensure all employees and managers are supported to maximise their potential through timely and quality developmental conversations</li> <li>• Encourage learning and development conversations to support continual improvement, increasing quality in service delivery and commissioning together with our partners</li> <li>• Support a culture of continuous improvement, where all employees are clear about their role and what is expected of them</li> <li>• Encourage blended learning and development opportunities to enhance on the job training and skills improvement, including coaching, mentoring and job shadowing</li> <li>• Support the development of basic skills across the workforce to enhance learning and development for the future</li> <li>• Enable and exploit the use of technology to support effective performance management, succession planning and talent management</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive and engaging Induction Programme</li> <li>• Design, develop, deliver or commission relevant comprehensive education and training programmes</li> <li>• Develop career pathways, succession planning and talent management approaches</li> <li>• Monitor, evaluate and refresh the Annual Development Review Process (ADR's), to ensure its effectiveness</li> <li>• Develop and adopt a whole system thinking and place based approach to improving service delivery</li> <li>• Maximise the use of e-learning platforms to support mandatory training and blended learning approaches</li> <li>• Maximise the functionality of systems to support learning, development and performance management</li> <li>• Increase the basic literacy, numeracy and ICT skills of the workforce</li> <li>• Number of employees achieving a formal qualification and/or apprenticeship</li> <li>• Number of days spent on development</li> <li>• Number of employees promoted to a higher grade</li> <li>• Increased employee engagement and satisfaction levels</li> </ul>
<b>Retain</b> Our aim is to have a committed, stable and strong workforce that is able to deliver our vision and priorities by supporting a culture and environment for all employees to feel recognised and rewarded for their contribution.	<ul style="list-style-type: none"> <li>• Supportive and flexible job roles that support effective service delivery</li> <li>• Create a culture for our workforce to be developed, challenged and fulfilled in the work that they do by providing the opportunities and conditions for them to thrive</li> <li>• Support robust workforce and business planning to ensure that we are able to have the right people, in the right jobs with the right skills to deliver our current and future priorities</li> <li>• Ensure we have processes and systems that reward and recognise employees for their contributions</li> <li>• Encourage a culture that thrives on positive change and that continually improves how it responds to challenges and opportunities</li> <li>• Empower our workforce to work across teams, services and sector boundaries</li> <li>• Celebrate diversity and promote equality within our workforce, recognising the individual contributions that our employees bring</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement metrics are evaluated and acted upon to support job security and satisfaction</li> <li>• External validation – performance framework</li> <li>• Continue to review and refresh all people based policies, procedures and guidance</li> <li>• Create agreed approach and principles for employee recognition that is flexible and fair</li> <li>• Competitive pay and reward structure</li> <li>• Refresh our approach to supporting effective management of change</li> <li>• Turnover and attrition rates</li> <li>• Destination of employee leavers</li> <li>• Diversity profile of the workforce reflects the community we support</li> </ul>

# STRATEGIC AIMS

STRATEGIC AIM:	STRATEGIC OBJECTIVES:	KEY MEASURES/OUTCOMES AND IMPACT:
<b>Leadership And Management</b> Through strong and consistent leadership our managers drive a culture that is vibrant, innovative and inclusive and is responsive to change. Effective leadership is essential in creating the conditions for motivated and engaged employees and all our leaders are given the essential tools and learning to lead and manage their teams effectively	<ul style="list-style-type: none"> <li>• Maximise leadership and management capability and capacity across the organisation</li> <li>• Ensure that all leaders and managers demonstrate our values and behaviours and have confidence to address and challenge the behaviour of others</li> <li>• Ensure that all leaders and managers are confident in their roles and are aware of their key responsibilities</li> <li>• Encourage and support leaders to develop and be involved across Greater Manchester</li> <li>• Support the aspirations of employees to grow and develop and become leaders of the future</li> <li>• Ensure that all our employees know where their role fits into the wider organisation</li> <li>• Ensure all managers have an open door practice having empathetic communication</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive Manager Induction</li> <li>• Comprehensive Essential Manager Development Programme</li> <li>• Comprehensive Strive Leadership Development Programme</li> <li>• Aspiring Leaders and First Line Management Development Programme</li> <li>• Performance evaluated through ADR process to ensure that high performance is recognised and poor performance is addressed</li> <li>• Priorities, plans and objectives are communicated clearly throughout all levels of the organisation</li> <li>• Work positively with our Trades Unions to promote positive engagement and effective working</li> <li>• Leadership is recognised and validated internally and externally</li> </ul>
<b>Health, Wellbeing and Engagement</b> Create a positive, collaborative, safe and healthy working environment where all employees can thrive, flourish and achieve. We want our workforce to be healthy, happy and resilient through change. Employee engagement is about giving employees a voice to be heard; to be creative, to influence and to collaborate on how services are delivered.	<ul style="list-style-type: none"> <li>• Encourage a culture that enables and promotes a 'healthy organisation', that drives and supports the importance of employee wellbeing</li> <li>• Actively promote, support and champion health, wellbeing, engagement and safety at work</li> <li>• Enable leaders and managers to proactively assess and manage employee wellbeing and safety within their teams to ensure the maintenance of a healthy working environment</li> <li>• Supports self-care and ensures all employees are personally resilient, are able to thrive and flourish and have a healthy work-life balance</li> <li>• Recognise and promote the benefits of volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive development offer - personal resilience, emotional intelligence and financial resilience</li> <li>• Refreshed approach to our health and wellbeing offer</li> <li>• Develop service specific health and wellbeing plans to offer targeted support and interventions</li> <li>• A responsive Occupational Health provision that promotes and protects health, wellness, and safety at work both physically and mentally</li> <li>• Promote the importance of wellness and prevention and run campaigns to support employees to become more physically active, lead healthier lives and support to make better lifestyle choices</li> <li>• Retain the Workforce Wellbeing Charter</li> <li>• Whole workforce engagement programme</li> <li>• Establish 'People Champions', for engagement, health, wellbeing, safety, people processes and communications</li> <li>• The organisation is perceived as an excellent place to work</li> <li>• Employee engagement is measured, evaluated and acted upon</li> <li>• Wellbeing, health and happiness is measured, evaluated and acted upon – Employee Survey</li> <li>• Attendance rates are high</li> <li>• Percentage of employees taking part in wellbeing initiatives and interventions</li> <li>• Number of employees accessing occupational health services</li> </ul>



# STRIVE VALUES – LEADERSHIP AND EMPLOYEE EXPECTATIONS AND BEHAVIOURS

Our Values and behaviours seek to build upon the 7 Nolan Principles of Public Life introduced in 1995 by the Government. These principles are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. [www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2](http://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2)

	OUR COMMITMENTS	LEADERSHIP BEHAVIOURS	AS EMPLOYEES, WE WILL.....
<b>Support</b>	We work in a supportive environment and actively encourage supporting each other to bring about innovation, improvement and sustainability. Good health and wellbeing is important to all of us.	Consistent listening, consultative, gives and receives both positive and constructive feedback, accessible, progressive, problem solving, solution focussed, deals with conflict, approachable, seeks to understand, compassionate, responsive, flexible, motivated, supports development and employee growth, focuses team effort.	<ul style="list-style-type: none"> <li>• Use my skills, knowledge, abilities and experience</li> <li>• Encourage creativity and innovation to challenge and improve the way I do things</li> <li>• Facilitate meaningful conversations to ensure effective solutions</li> <li>• Promote learning and development to enhance my skills and the skills of others</li> <li>• Give and receive constructive feedback on performance and progress</li> <li>• Challenge and support others to continually improve</li> <li>• Seek feedback to learn and improve</li> <li>• Look after the health and wellbeing of myself whilst promoting it to others in supporting a safe and healthy workplace</li> <li>• Help others to thrive and flourish</li> </ul>
<b>Trust</b>	Trust is placed in us and we have trust in those that lead us. We feel empowered to support our residents and communities.	Professional integrity, honest, transparent, trustworthy, shows recognition, impartial, authentic.	<ul style="list-style-type: none"> <li>• Respect confidentiality and handle sensitive information appropriately</li> <li>• Listen to other people's views and opinions and be open to challenge and new ideas</li> </ul>
<b>Respect</b>	We relate to others in ways that we want others to understand and relate to us. The behaviour that we model sets what we expect.	Thoughtful in managing others, behaves consistently and calmly, respectful and responsible, shows genuine care, concern with dignity. Is decisive and facilitates change sensitively.	<ul style="list-style-type: none"> <li>• Treat others and all our residents, businesses and communities with dignity and respect and in a professional manner at all times</li> <li>• View change positivity as an opportunity to improve service delivery</li> <li>• Listen carefully to understand others views and ideas</li> <li>• Show a genuine interest in others beliefs and opinions</li> <li>• Be courteous, appreciate others efforts and say thank you</li> <li>• Not gossip, make assumptions or be disrespectful about others</li> </ul>
<b>Integrity</b>	We conduct ourselves and the services we provide with honesty and fairness, modelling strong ethical and moral principles to ensure outcome driven results for our residents and communities.	Models honesty and reliability in all their actions, is empathetic and consistent in their approach throughout the organisation, ensures equity and truth, acknowledges achievements and is driven by outcomes and results.	<ul style="list-style-type: none"> <li>• Be hard working and take personal responsibility for my work, actions, outputs and impacts</li> <li>• Work to continually improve my own and my teams performance</li> <li>• Act as an ambassador for the organisation at all times by understanding its vision, purpose and aims for both Elected and Clinical Members and Officers</li> <li>• Be empathetic and listens to others views</li> <li>• Be transparent and consistent in my actions and decisions</li> <li>• Be fair and reliable in my interactions</li> <li>• Constructively challenge views or decisions when I think they are wrong</li> <li>• Listen to understand and challenge ideas and behaviours – not people</li> <li>• Progress the work I say I will and if I can't say why</li> <li>• Lead by example and always treat others the way they would like to be treated</li> <li>• Act in accordance with the organisations policies and procedures and bring any concerns to my managers attention</li> </ul>
<b>Value Difference</b>	We are all recognised for our individuality, commitment, skills and achievements and will challenge inequalities.	Person centred, listening, fair, promotes equality, empathetic, inclusive, values individuals skills, abilities and attributes.	<ul style="list-style-type: none"> <li>• Value diversity</li> <li>• Provides strong customer and person centred focus in all my actions</li> <li>• Embrace and encourage diversity of opinion</li> </ul>
<b>Engage</b>	We experience consistency in our everyday work by being involved, and having good quality and timely communication across the whole organisation. Our leaders are accessible and are open to discussions.	Self- aware, enabling, consistent, adaptable, competent, aspirational, influential, motivational, optimistic, reflective, passionate, accessible, builds a shared vision, networks, enables autonomy, creative and organised, encourages questioning, inspires others, calming, inspiring and visible	<ul style="list-style-type: none"> <li>• Have high quality conversations</li> <li>• Be vocal on the things that matter most and affect how I do my job</li> <li>• Understand the vision and priorities and makes connections across services and partner organisations</li> <li>• Be flexible and adaptable</li> <li>• Listen to others without judgement and be open to new ideas, opportunities and challenges</li> <li>• Use my expertise, skills and experience to confidently challenge everything we do – to learn, grow and improve</li> <li>• Celebrate success</li> <li>• Promote the good work me, my team, my service and the organisation is doing</li> </ul>

# Healthy, Happy and Here

## As an organisation we strive to:

- ✓ A fair salary and benefits
- ✓ Opportunities for good health and well-being
- ✓ Help you to grow, develop and to do your best
- ✓ Enable you to be creative and innovative
- ✓ Fully involve you in changes that affect you and your work
- ✓ Listen, and act on your ideas and feedback.

*Working together, we are proud to work for Tameside.*

## As individuals we will:

- ✓ Give our best and have a positive can do attitude
- ✓ Continually learn, grow and develop
- ✓ Be open to feedback and work positively with our colleagues
- ✓ Tell you if there are better ways of doing things and speak up if we need to put things right
- ✓ Adapt and welcome change that affects us and our work
- ✓ Bring a positive can do attitude to work

# Transforming Tameside & Glossop

## Our People - Our Place - Our Plan

For everyone every day

### Starting Well

### Living Well

### Ageing Well

## Priorities



**1**  
**Very best start in life**  
where children are ready to learn and encouraged to thrive and develop

Reduce rate of smoking at time of delivery

Reduce the number of children born with low birth weight

Improve school readiness

Children attending 'Good' and 'Outstanding' Early Years settings

Take up nursery at 2yrs

Promote good parent infant mental health



**2**  
**Aspiration and hope through learning** and moving with confidence from childhood to adulthood

Reading / writing / maths at Key Stage 2

Attainment 8 and Progress 8 at Key Stage 4

Young people going onto higher education

Children attending 'Good' and 'Outstanding' schools

Number of 16-19 year olds in employment or educated

Proportion of children with good reading skills

Promote and whole system approach and improving wellbeing and resilience



**3**  
**Resilient families and supportive networks** to protect and grow our young people

Early Help Intervention

Reduce the number of first time entrants into Youth Justice

Increased levels of fostering and adoption

Improve the quality of social care practice

Improve the placement stability for our looked after children

Reduce the impact of adverse childhood experiences



**4**  
**Opportunities for people to fulfil their potential** through work, skills and enterprise

Increase median resident earnings

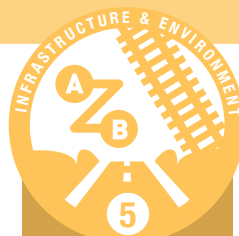
Increase the working age population in employment

Increase the number of people earning above the Living Wage

Increase number of enterprises / business start ups

Working age population with at least Level 3 skills

Increase the number of good quality apprenticeships delivered



**5**  
**Modern infrastructure and a sustainable environment** that works for all generations and future generations

Improve air quality

Increase the number of net additional dwellings

Increase the number of affordable homes

Digital inclusion - average download speeds

Reduce tonnes of waste sent to landfill and increase the proportion recycled

Increase journeys by sustainable transport / non-car

Increase access to public transport



**6**  
**Nurturing our communities** and having pride in our people, our place and our shared heritage

Increase participation in cultural events

Reduce victims of domestic abuse

Reduce the number of rough sleepers / homelessness

Improve satisfaction with local community

Victims of crime / fear of crime

Reduce levels of anti social behaviour

Increase access, choice and control in emotional and mental self-care and wellbeing



**7**  
**Longer and healthier lives with good mental health** through better choices and reducing inequalities

Increase physical and mental healthy life expectancy

Improve the wellbeing for our population

Smoking prevalence

Increase levels of physical activity

'Good' and 'Outstanding' GPs practices

Reduce drug and alcohol related harm



**8**  
**Independence and activity in older age, and dignity and choice at end of life**

Increase the number of people helped to live at home

Reduce hospital admissions due to falls

Increase levels of self-care / social prescribing

'Good' and 'Outstanding' social care settings

Prevention support outside the care system

## Great Place Vibrant Economy

## Delivering the vision, aims and priorities of the Corporate Plan will be supported by a number of enablers and ways of working:

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A **new relationship** between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.

An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.

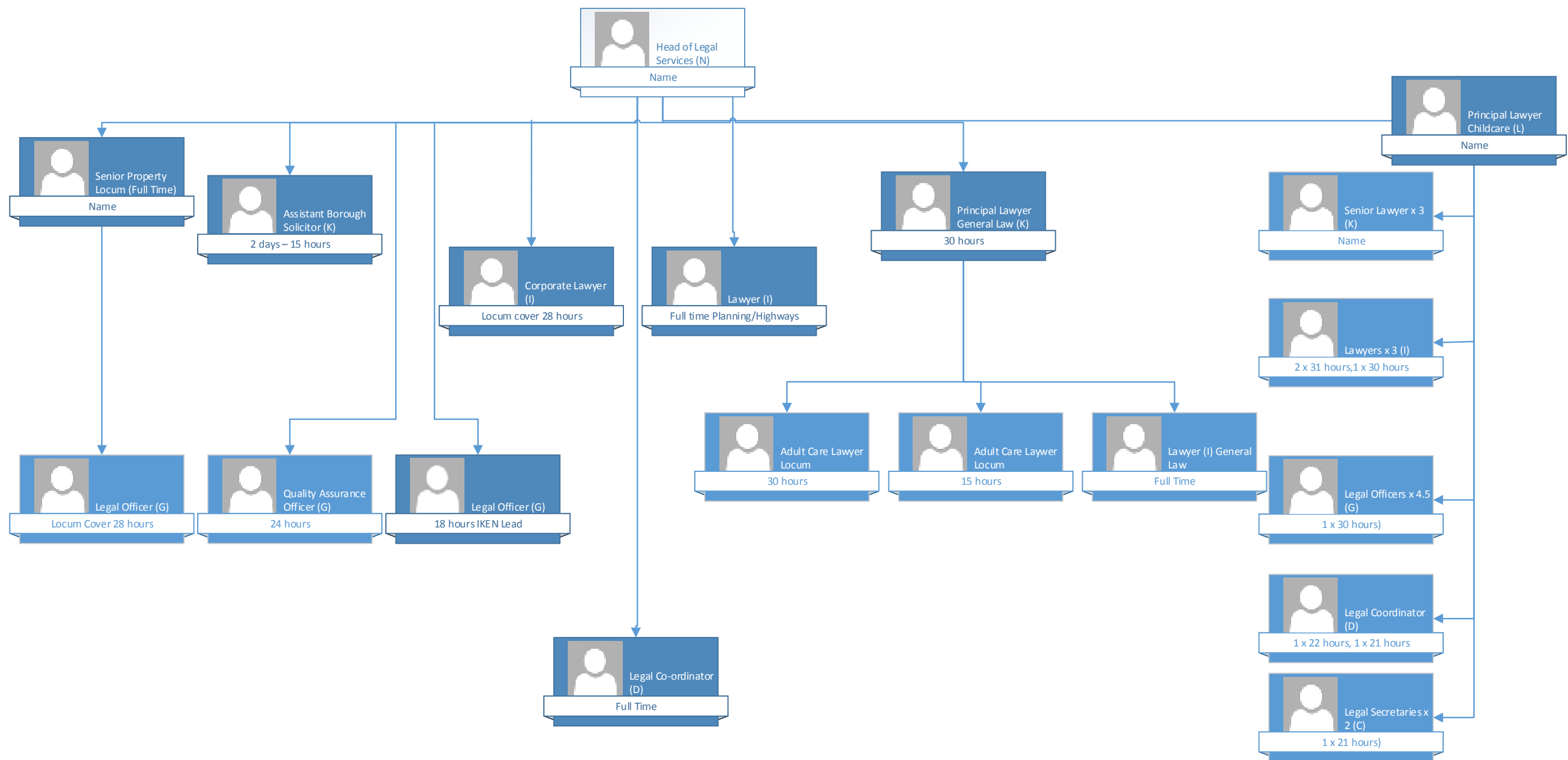
**Behaviour change in our communities that builds independence and supports residents to be in control**

A **place based approach that redefines services** and places individuals, families, communities at the heart

A stronger prioritisation of **well being, prevention and early intervention**

An **evidence led** understanding of risk and impact to ensure the right intervention at the right time

An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.



## JOB DESCRIPTION

**JOB TITLE:** HEAD OF LEGAL SERVICES (DEPUTY MONITORING OFFICER)  
**SERVICE UNIT:** LEGAL SERVICES  
**SERVICE AREA:** GOVERNANCE  
**RESPONSIBLE TO:** DIRECTOR OF GOVERNANCE & PENSIONS (MONITORING OFFICER/BOROUGH SOLICITOR)  
**GRADE:** N (£68,965 to £76,763)

### 1. JOB PURPOSE

As a senior manager, the Head of Legal Services has service delivery, statutory and corporate responsibilities, in which the key elements are:

#### 1.1 **Statutory Responsibilities**

- To deputise for the Monitoring Officer/Borough Solicitor as appropriate;
- Service Unit Managers/Heads are responsible and accountable for the effective management of the people, resources and operations within their service area.

#### 1.2 **Statutory Responsibilities**

- To act as required as the Council's Deputy Monitoring Officer for the purposes of section 5 Housing and Local Government Act 1989 and subsequent legislation;
- To assist the Borough Solicitor in respect of statutory compliance with Data Protection Act, Freedom of Information, Regulation of Investigatory Powers Act etc.

#### 1.3 **Corporate management**

- To contribute to all relevant decision – making processes of the Council to ensure that all papers for the Council, Cabinet, Executive Board, Key/Executive Decisions include all necessary legal advice and issues;
- To undertake specialist legal work on complex or sensitive matters appropriate to the grade of the post;
- To contribute to the development of the ethical framework and corporate governance of the Council including democratic process as determined by the Borough Solicitor.

This job profile will be supplemented by annual key tasks, to be developed in conjunction with the post holder via the formal performance appraisal process. The Council reserves the right to amend or delete or add to the core responsibilities.

### 2. KEY TASKS

- 2.1 To be responsible for the planning, operation, direction, control, performance and review of the services mentioned above, including all working procedures and review of the services mentioned above, including all working procedures, operation of Service Level Agreements and contracted out of services;
- 2.2 To provide specialist legal support on major projects, partnerships, PFI and other commercial issues;
- 2.3 To provide specialist legal support on high profile/complex litigation cases including employment matters;
- 2.4 To deputise for the Borough Solicitor in the management of the Registrar Service and any democratic process responsibilities;
- 2.5 To attend and advise at Council, Cabinet and Committees and outside meetings as directed by the Borough Solicitor;
- 2.6 To procure, implement, maintain and develop the appropriate use of Information and Communications Technology Systems, within Legal Services, which support and enhance the efficiency and accessibility of their work;
- 2.7 To discuss and explore with the Council's partners and other stakeholders, ways in which Legal Services can be provided to external organisations within the law for appropriate remuneration and, if appropriate, to provide these services;



2.8 As head of Legal Services the post holder will ensure application of corporate systems and frameworks to meet corporately agreed standards for managing people, budgets, services and risks and fulfil the requirements of the manager role within the Council, including:

- Provide leadership and effective performance management within Legal Services
- Attend and contribute to corporate development events for managers
- Produce and monitor implementation of an annual business plan
- Ensure all staff have annual appraisals and produce and implement an annual training plan for the service within budget
- Ensure effective two way communication with staff and ensure staff are properly trained, development, empowered and motivated to provide quality services
- Meet health and safety requirements, including regular scheduled inspections
- Effective monitoring and control of budgets for which the post holder is directly responsible
- Ensure the service meets corporate equalities requirements; promote the Council's equalities and diversity policies within the organisation and in all aspects of the role
- Improve systems and procedures within Legal Services making use of ICT methods where appropriate
- To ensure that the legal service, in an in-house professional legal practice, is appropriately resourced and managed and demonstrates compliance with:

i. LEXCEL/IIP

ii. The principles of Best Value as laid out and subsequently developed under the Local Government Act 1999;

iii. The standards required by the Courts and the Law Society;

iv. Corporate policies and standards adopted by the Council from time-to time.

2.9 To lead the service in a way that ensures good relations are maintained at all times but professionalism and integrity of Service or Borough Solicitor is not compromised;

2.10 To represent the services and Council as required with professional, community, local and national government organisations;

2.11 To maintain professional networks and keep abreast of new developments, approached and legislation; and

2.12 To provide legal and other relevant input into the development and implementation of the Council's strategies and policies using the law as required to further the Council's aims, ensuring strategies and policies change to reflect new legislation or other legal requirement.

### **3. OTHER DUTIES**

3.1 The post holder will be expected to carry out any reasonable task required by the Borough Solicitor particularly participation in or leading corporate and strategic projects of a complex nature and any other tasks as appropriate to the post.

### **4. COUNCIL KEY ACCOUNTABILITIES**

#### **4.1 Strategic Thinking and Planning**

4.1.1 To lead and advise on strategies for service improvements, service development and the achievement of Council, service area/unit and customer objectives

4.1.2 To ensure that effective performance management arrangements are in place to

4.1.3 To achieve strategies, objectives and business plans, translating strategic aims into practical and achievable plans.

4.1.4 To ensure that performance review mechanisms are in place to monitor the extent of progress and achievement of objectives and goals.

4.1.5 As a senior manager, to actively contribute to the corporate management of the Council by participating in Council-wide developments and initiatives in pursuit of Council aims and objectives.

## **4.2 Managing Services and Delivery**

- 4.2.1 To organise work processes to deliver on time, on budget and to agreed quality standards.
- 4.2.2 To actively consider new and innovative ways of doing things, recognising and promoting the positive benefit of change to improve services and achieve goals.
- 4.2.3 To consider the wider implications of issues during the business planning process and conclude with a realistic and thorough assessment of risk.
- 4.2.4 To consider the wider implications of issues during the business planning process and conclude with a realistic and thorough assessment of risk.
- 4.2.5 To identify, establish and maintain relevant information and systems in critical areas and analyse material to identify priorities, make decisions, determine action and review progress.
- 4.2.6 To ensure that the work carried out by the functions for which the post holder is responsible for is in accordance with required Council standards and standing orders, legal requirements and national and local objectives; and that adequate monitoring and auditing processes are in place.

## **4.3 Communication**

To communicate in a confident, authoritative and assertive manner that is in line with established policies practices and priorities of the Council and to maintain and enhance its creditability and reputation.

## **4.4 Leadership and the Management of People**

- 4.4.1 To create a performance oriented approach and culture, ensuring that appropriate work plans, appraisals, supervision and staff development systems are in place to achieve Council, service area/unit strategies and objectives.
- 4.4.2 To ensure staff within the service area are aware of standards, expectations and timescales, and to establish clear lines of responsibility and accountability building trust, good morale and teamwork.
- 4.4.3 To inspire and motivate others to achieve, to acknowledge achievement or use constructive criticism when warranted, helping people to learn from mistakes and providing support to improve performance to achieve objectives and goals.
- 4.4.4 To manage the overall service in a matter that promotes equality of opportunity and collaborative working within staff teams; ensuring that staff are aware of the requirement to deliver non-discriminatory services and to promote greater equality for disadvantaged groups.
- 4.4.5 To consistently promote and apply the Council's Human Resources Standards and Equalities Standards and to ensure that this is demonstrated and maintained throughout the service.

## **4.5 Political Sensitivity and Personal Effectiveness**

- 4.5.1 To have an awareness of the organisational context and commitment to the Council's organisational values and beliefs.
- 4.5.2 To have a sound grasp of the bigger picture, including the Council's aims and values, key corporate strategies, and the Government's agenda for local government
- 4.5.3 To be politically sensitive and to be able to recognise and deal with a range of sensitive issues that impact on the service area.
- 4.5.4 To assess your own priorities and set yourself objectives and deadlines while maintaining the key priorities/accountabilities.

## PERSON SPECIFICATION



**JOB TITLE: HEAD OF LEGAL SERVICES (DEPUTY BOROUGH SOLICITOR)**

### **People Skills and Leadership**

- Able to demonstrate a track record of strong and effective leadership, with proven ability to provide vision and direction to individuals and teams, so as to gain ownership and commitment.
- Able to demonstrate a track record of performance management and standard setting for staff and managers and including, expectations, timescales and establishing clear lines of responsibility and accountability.
- Ability to motivate and empower staff so as to build effective teams and relationships, trust, good morale and teamwork.
- Ability to attract, develop and retain a highly motivated and professional workforce and to deal swiftly and competently with any unprofessional workforce and to deal swiftly and competently with any unprofessional conduct
- A strong track record of developing and embedding a performance management culture with a clear development focus, including translating strategic plans into individual team objectives.
- Able to demonstrate a track record of managing services in a manner that promotes equal opportunity and collaborative working within staff teams; ensuring that staff are aware of the requirement to deliver non-discriminatory services and to promote greater equity for disadvantaged groups.

### **Strategic Thinking and Planning**

- Able to demonstrate a track record of strategic planning and the delivery of high quality customer focused services.
- Able to demonstrate the ability to devise strategies for the service area and translate them into realisable plans.
- Able to demonstrate a track record of applying strong analytical skills and laterally thinking to develop creative and innovative service solutions.

### **Financial Management**

- A clear understanding of budget making processes and to have proven ability to manage significant budgets to the standard required by the Council, while delivering high quality value for money services.
- Able to manage and direct major service delivery initiatives and projects from inception to implementation within budget and within set timescales.

### **Personal Style and Behaviours**

- Personal and professional demeanour which generates creditability and confidence amongst the public, Members, Chief Officers, managers, staff, external partners and all other stakeholders.
- Resilient and robust with experience to modernise and deliver to fit e-business and flexible working requirements.
- Ability to demonstrate highly developed oral, written and presentation skills.
- Ability to set personal priorities, objectives and deadlines while maintaining focus on the key service priorities/continuous professional development for self and others.

### **Political Awareness/Sensitivity and Approach of the Wider Context**

- Able to demonstrate the understanding of the aims and values, keep corporate strategies, and the Governments agenda for local government.

### **Specific Service Accountabilities**

- A track record of successfully managing a team to achieve performance targets.

- Proven track record of developing, monitoring, reviewing and evaluating action plans and objectives to support service delivery and major initiatives.
- Experience of performance management to supervise a diverse team; ensuring that staff are developed and take responsibility for providing a high quality service.
- Demonstrable experience of undertaking research, writing and presenting reports and ensuring that Councillors and officers in all aspects of their role, including production of decisions and reports.
- Experience of demonstrating personal and professional demeanour and creditability in supporting Councillors and officers in all aspects of their role, including production of decisions and reports.
- Proven experience and demonstrable track record of providing significantly legal advice and undertaking litigation/major projects across breadth of local government functions.
- Qualification as a solicitor or barrister and evidence of continuing professional development.
- Substantial management experience within local government/public sector or equivalent, including experience of managing lawyers.

## How to Apply

### Head of Legal Services

Before you apply, please ensure that you have read the Job Profile in detail.

To apply for this role please visit : [https://static.wcn.co.uk/company/5027735/787/search\\_vacs.html](https://static.wcn.co.uk/company/5027735/787/search_vacs.html)

### Application

1. A copy of your CV including your current postal and preferred email address and contact telephone (mobile and home) number(s)
2. A concise covering letter outlining your motivations and how your background matches the required experience criteria for this post

### Indicative timetable

Activity	Date
Closing Date for Applications	3 <sup>rd</sup> July 2019
Assessment ( Wave and Hogan online psychometric tests)	w/c 15th July 2019 (TBC)
Client interview panels and decision	Monday 22nd July 2019

**For further information and a confidential discussion please contact Penna consultants, Pete John on 07701305617 or Helen Alwell on 07809 905 467.**