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**North
Northamptonshire
Council**

Meeting: Employment Committee
Date: Thursday 17th August, 2023
Time: 7.00 pm
Venue: Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

To members of the Employment Committee

Councillor Lora Lawman (Chair), Councillor John Currall (Vice-Chair), Councillor Scott Brown, Councillor Leanne Buckingham, Councillor Jon-Paul Carr, Councillor William Colquhoun, Councillor Helen Howell, Councillor Macaulay Nichol, Councillor Jan O'Hara, Councillor Peter McEwan, Councillor Tom Partridge-Underwood, Councillor Sarah Tubbs and Councillor Malcolm Waters

Members of the Committee are invited to attend the above meeting to consider the items of business listed on the agenda.

Agenda			
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04	Selection and Appointment for Head of Paid Service/Chief Executive <i>To seek the approval of the Committee to establish a Sub-Committee to undertake the recruitment and selection process for the role of Head of Paid Service/Chief Executive.</i>	Marie Devlin-Hogg, Assistant Director of Human Resources	9 - 20
05	Close of meeting		
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer 9 August 2023</p>			

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Members' Declarations of Interest

Members are reminded of their duty to ensure they abide by the approved Member Code of Conduct whilst undertaking their role as a Councillor. Where a matter arises at a meeting which **relates to** a Disclosable Pecuniary Interest, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation.

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

Members are reminded that they should continue to adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

If Members have any queries as to whether a Declaration of Interest should be made please contact the Monitoring Officer at – monitoringofficer@northnorthants.gov.uk

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Employment Committee

Held on Monday 20th March 2023

At 6:00 pm in the Council Chamber, The Cube, George Street, Corby.

Present: -

Members

Councillor Barbara Jenney (Chair)
Councillor Matt Binley
Councillor William Colquhoun
Councillor Matt Keane
Councillor Russell Roberts
Councillor Helen Howell
Councillor Ian Jelley
Councillor Steven North
Councillor Jim Hakewill

Officers

Adele Wylie (Executive Director of Customer & Governance)
Marie Devlin-Hogg (Assistant Director Human Resources)
Paul Goult (Democratic Services)
Callum Galluzzo (Democratic Services)

32. Apologies for Absence

Apologies were received from Councillors J-P Carr, T Partridge-Underwood, J O'Hara, L Lawman, E Fedorowycz.

33. Members' Declarations of Interest

No Declarations of Interest were made.

34. Minutes of the meeting held on 27th October 2022

The minutes of the meeting held on the 27th October 2022 had been circulated. Under Minute 29 Pay Award 2022/23, in the third last paragraph it was noted there was a typographical error which read "...achieved in early 2013..." This should have read "...achieved in early 2023..." This was noted and agreed.

RESOLVED that: -

The minutes (as amended) of the meeting held on the 27th October 2023 were agreed as a correct record.

35. Salary Increments 2023

The report before Committee sought agreement to apply salary increments to eligible employees on locally determined terms and conditions which were protected at the point of transfer to North Northamptonshire Council.

The Council had a range of pay and terms and conditions for its employees as a result of local government reorganisation. Staff transferring to North Northamptonshire Council on 1st April 2021 transferred on the terms and conditions they were subject to at their predecessor authorities.

Whilst those employees who transferred on nationally agreed pay and terms and conditions, and those who have been appointed to NNC since 1 April 2021 would contractually receive an annual salary increment (subject to being in post for 6 months prior to 1st April 2023 and not being at the top of the corresponding grading structure), those on local terms and conditions or 'other' TUPE terms would not automatically receive a salary increment.

To support the Council's ambition to become an employer of choice and ensure fairness across the organisation, it was being proposed that all eligible employees receive a salary increment as outlined in the recommendations within the report.

All predecessor authorities recognised national pay, terms and conditions, with the exception of Northamptonshire County Council, whereby pay and terms and conditions were determined locally.

Where local authorities recognised national agreements, pay was determined by a negotiating body; the National Joint Council (NJC) for local government services. The NJC was made up of representatives from trade unions and the employers. Under the agreed terms of NJC, employees were entitled to an annual salary increment each year.

In addition, the Council was currently in the process of developing its own pay and grading structure and had already made the commitment to recognise national pay, terms and conditions.

This meant that employees who transferred from the district and boroughs had already received their increment for this financial year as it was a contractual right. It also meant that those employees who had started with the Council and have at least 6 months in role and headroom within their grade, would also receive a salary increment.

Whilst this accounted for the majority of our workforce, it did mean that ex-NCC and employees on other TUPE terms had not received an increment.

The Committee noted that due to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), North Northamptonshire Council had a complex workforce, with employees working on different pay, terms and conditions, depending on which authority they transferred from.

New employees appointed from 1 April 2021, and those who had moved into new roles following a restructure, had been given new NNC contracts, which included a contractual entitlement to annual increments. The second phase of this work to establish the new pay and grading structure and a full set of terms of conditions for NNC was currently underway and consultation and negotiation with our recognised Trade Unions was ongoing. Full Council will consider the finalised pay structure and terms and conditions later in 2023.

Whilst this would provide the Council with agreed terms and conditions for North Northamptonshire, it would not automatically follow that all employees would move immediately onto these new pay, terms and conditions (harmonisation) and it was likely therefore that the Council will have employees who will be subject to different terms and conditions for some time. Contractual increments would be paid for all eligible employees who TUPE transferred under National "Green Book" in April 2023 as per contractual entitlements.

The Council did not yet have its pay and grading structure in place, however, new starters since 1 April 2021, employed directly by North Northamptonshire were contractually entitled to an increment, subject to eligibility. These would be paid in the April 2023 pay-run.

Recruitment and retention of talent was becoming increasingly challenging for the public sector and therefore the actions the Council was taking to become an employer of choice was key to ensuring that the Council had the right talent to deliver excellent services for North Northamptonshire. Whilst there were a number of reasons why employees would choose to work for the Council, pay and reward will be an important element as will the delivery of the Council's commitment to treat all staff equitably.

The Council had committed to becoming an employer of choice and recognised the importance of ensuring fairness across the organisation. It was therefore proposed that those employees who were subject to local terms and conditions received the salary increment (subject to eligibility) as their colleagues who benefit from national pay agreements. This would ensure that the Council did not have a two-tier workforce and that all employees were treated in an equal way.

Whilst the alternative option was to only pay increments to employees who were contractually entitled to receive them, the impact on the organisation and the Council's ability to recruit and retain talent would likely be hampered by this decision.

In June 2022, the Council took the decision to award increments for the year 2022 to all eligible staff, regardless of their contractual entitlement. This was extremely well received by staff. Steps such as incremental progression would assure staff that the Council was committed to making sure that there was pay equality and fairness throughout the organisation and that the Council was an organisation that they want to stay and work for. This decision was therefore key to the retention of staff within North Northamptonshire Council. A decision not to pay increments would not align with the Council Corporate Plan, which was agreed by Full Council.

The financial impact of awarding salary increments to eligible employees who do not have a contractual entitlement was £350,000. The cost of the proposed pay changes would be met from within Council resources, using funding set aside within the corporate contingency as part of the budget setting.

The Committee welcomed the report. Councillor North queried how long it would take to achieve "harmonisation", was there a deadline? Officers confirmed that there was no timescale set down and it may take years for a fully "harmonised" situation to be achieved. Transformation and restructuring would allow for the process to continue, with more employees being on NNC terms & conditions but it would be a lengthy process to achieve 100%.

Councillor Roberts welcomed the report. It was important that NNC became an “employer of choice” and recognised the progress made to date, and that there was a significant amount more to do.

Councillor Hakewill queried whether there was allowance made in the 2023/24 Budget process and whether there was any impact on employees of the Children’s Trust. Officers confirmed that allowance had been made in the MTFP as a contingency amount, the financial impact was £350k. It was noted that the Children’s Trust make their own employee pay decisions, but they do liaise with both NNC & WNC.

Officers confirmed that the decision of Committee would impact on all those staff eligible under contract.

Councillor Binley welcomed the report but recognised that there were a number of issues to be addressed before NNC could have a fully “harmonised” set of terms & conditions applicable to all of its staff.

In response to a query from the Committee, the Executive Director confirmed that there would be an All Member Briefing on the subject of Pay & Grading once negotiations with the trade unions had been completed.

Councillor Hakewill MOVED the recommendations; these were SECONDED by Councillor Jelley.

RESOLVED that: -

- (i) The payment of salary increments for the 2023 financial year to eligible North Northamptonshire Council employees (not currently at the top of their pay grade), whose protected TUPE terms and conditions of employment have no contractual entitlement to incremental progression, be approved.

36. Close of Meeting

Meeting closed at 6:23 pm.

Employment Committee Thursday, 17th August 2023

Report Title	Selection and Appointment for Head of Paid Service/ Chief Executive
Report Author	Marie Devlin-Hogg, Assistant Director Human Resources marie.devlin-hogg@northnorthants.gov.uk

Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	Not applicable

List of Appendices

Appendix A – Job Description – Head of Paid Service/Chief Executive

1. Purpose of Report

- 1.1 The purpose of this report is to ask the Employment Committee to establish a Sub-Committee to undertake the recruitment and selection process for the role of Head of Paid Service/Chief Executive.
- 1.2 Establishing a Sub-Committee will ensure that the recruitment and selection approach for this role is comprehensive and inclusive as well as enabling those who have a real stake and interest in this appointment to be part of the process. It is proposed that partners, stakeholders and members will play a role in helping to select the best candidate for this role.
- 1.3 The sub-committee for the Head of Paid Service/Chief Executive will be responsible for selecting and recommending the successful candidate for approval by Full Council.

2 Executive Summary

- 2.1 The previous Chief Executive left the Council on 4th June 2023 following which the Executive Director of Place and Economy was appointed on an interim basis until the permanent role has been recruited to.
- 2.2 This senior, statutory role is vital to leading and shaping the future direction of North Northamptonshire and it is therefore important that the best candidate is sourced and appointed. In order to achieve this, a national recruitment campaign will start in September 2023, followed by an inclusive selection and appointment process.
- 2.3 This report recommends the appointment of a Sub-Committee to undertake the recruitment and selection of this senior, statutory role for North Northamptonshire Council in order to ensure that a thorough and complete recruitment process is undertaken to obtain the best candidate to lead North Northamptonshire Council.

3 Recommendations

- 3.1 It is recommended that the Employment Committee:
 - a) Establishes a politically balanced Sub Committee consisting of six elected members to interview and recommend appointment of the Chief Executive to Council.
 - b) Agrees that membership of the Sub Committee shall consist of 4 Conservative members, 1 Labour member and 1 Green Alliance member.
 - c) Delegates authority to the Assistant Director of Human Resources, in consultation with members of the established Sub Committee to longlist and shortlist suitably qualified applicants.
 - d) Delegates authority to the established Sub Committee to:
 - Make a conditional offer (and determine particulars such as remuneration) to the most suitable candidate (subject to the full Council's approval);
 - Recommend that the full Council approve the appointment of the most suitable candidate as the Chief Executive of North Northamptonshire.
 - e) Agree that the following stakeholder panels will be established to provide feedback to the Sub Committee:
 - Member Stakeholder Panel;
 - Leadership Panel;

- Partner Stakeholder Panel comprising partners from Health, Police, Education, community faith groups and the voluntary and business sectors;
 - Employee Stakeholder Group comprising of employees selected from each Directorate and including trade unions;
 - Children and Young People Panel.
- f) Note that the assessment process will include psychometric tests; a technical interview and leadership scenario to inform the Sub Committee.

Reasons for the Recommendations

- 3.2 These recommendations have been made in ensure to ensure that a comprehensive, inclusive and thorough recruitment and selection process is undertaken, in accordance with the constitution, to ensure that the right candidate is selected as Head of Paid Service/Chief Executive.

Alternative Options Considered

- 3.3 The role of Head of Paid Service/Chief Executive is critical for the Council and is a statutory appointment which is required to be filled.
- 3.4 Instead of establishing a Sub Committee, the Employment Committee could undertake the appointment process. This is not the recommended action as Sub Committees will provide smaller and more focussed expertise and will be able to interview in depth, ensuring the right candidate for North Northamptonshire.

4 Report Background

- 4.1 On 30th March 2023, full Council agreed to undertake a recruitment process for the role of Chief Executive for North Northamptonshire.
- 4.2 A national recruitment campaign will be launched in September 2023 to ensure that the Council attracts the best talent in the market. The Council has achieved a great deal since it was vested on 1st April 2021 and to achieve its ambition for the future, the Council is looking for an exceptional candidate to lead and shape the future for North Northamptonshire.
- 4.3 In accordance with section 6.1 of 'Part 4.7 - Employment Committee' of the Constitution, the Employment Committee has the power to establish a Sub Committee to act as an appointment panel for the appointment of senior officers (referred to in this report as the interview panel).
- 4.4 As is the case with the Committee itself, the Sub Committee will be a formal meeting and will be subject to the requirements relating to political balance of the Council.
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- 4.5 In accordance with Section 3.1 of Part 9.5 – ‘Officer Employment Procedure Rules’ of the Constitution, the Sub Committee must also include at least one member of the Executive.

5 Issues and Choices

- 5.1 The appointment of a Chief Executive is essential to the Council driving forward its ambitions, delivering the Corporate Plan and ensuring excellent services to North Northamptonshire. It is important therefore that the Council has a robust process for appointing to senior roles.
- 5.2 As stated above, the Council has commissioned a significant national recruitment campaign to ensure that it attracts and recruits excellent candidates. Following a procurement process, Penna has been selected to support the Council with the campaign and recruitment process.
- 5.3 Whilst the Employment Committee could undertake the interviewing and recommendation of a candidate to Council, it is recommended that a Sub-Committee is established to undertake this role.
- 5.4 It is proposed that the Sub Committee consists of six elected members which shall be representative of the political balance of the Council. In accordance with current political balance calculations, the membership would therefore be:
- i) Conservative x 4 members;
 - ii) Labour x 1 member;
 - iii) Green Alliance x 1 member.
- 5.5 The Employment Committee’s Terms of Reference allow members who are not standing members of it to be co-opted onto its Sub Committees with the approval of the Chair of the Committee. It is a requirement that at least one Executive member is on the interview panel for senior roles.
- 5.6 If a Sub Committee is established, the Leaders of the political groups shall be asked for nominations to them. The Leader of the majority group shall confirm which Executive member/s shall be co-opted onto it. The Chair of the Employment Committee will be asked to approve the nominations of those members who are not members of the Committee, should they be submitted.
- 5.7 The appointment will have a key inward and outward facing role and it is essential therefore that stakeholder panels are established to provide feedback to the Sub Committee. This also provides candidates with the opportunity to understand the context of the role and demonstrate their experience with a range of people and in a range of environments.
- 5.8 Applicants will also be subject to psychometric testing, a technical interview and leadership scenario to inform the panel and ensure that the right candidates are shortlisted for final interview with members.
- 5.9 It is recommended that the Sub Committee is delegated authority to make a conditional offer to its preferred candidate and agree any relevant particulars, subject to a statutory process being undertaken in relation to the Executive

(see section 7.2.2 below) and any offer being the subject of full Council approval.

- 5.10 A number of stages will take place by remote means including the long/short listing meetings. Final interviews will take place in person at the Cube in Corby.

6 Next Steps

- 6.1 The recruitment campaign, including national and online adverts will commence in September 2023. Thereafter, following a period of long listing and shortlisting in consultation with the Sub-Committee, the Sub-committee (as the interview panel) will interview shortlisted candidates and appoint, as appropriate, a successful candidate.
- 6.2 A timetable of shortlisting and interview dates will be provided should these recommendations be approved.

7 Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 Resources are required in terms of a time commitment from members and officers to participate in the long/short listing meetings and the interview panels. A timetable of dates will be provided shortly.
- 7.1.2 The cost of engaging Penna will be £14,950.
- 7.1.3 There are no additional financial implications arising from the proposal to appoint the sub-committee.

7.2 Legal and Governance

- 7.2.1 The Council must ensure that the appointment of statutory roles is managed in accordance with the Constitution. The recommendations proposed in this report will ensure that the correct process is followed.
- 7.2.2 In accordance with the local Authorities (Standing Orders)(England) Regulations 2001 (and as referenced in section 4 of Part 9.5 – Officer Employment Procedure Rules of the Constitution, an offer of appointment in relation to the relevant chief officer/s, may not be made until members of the Executive have been notified of the proposed appointment and within a required period of time, no material or well-founded objection has been received by the Proper Officer.
- 7.2.3 The appointment of the Head of Paid Service is reserved to Council.

7.3 Relevant Policies and Plans

7.3.1 Appointment to Head of Paid Service/Chief Executive will support the Council's Corporate Plan 2021 – 2025 and the key principle plans and policies.

7.4 Risk

7.4.1 There is a risk of challenge to the process if the correct procedure is not followed.

7.4.2 There is a risk to the Council if a thorough selection and recruitment process is not undertaken which could result in either the wrong candidate being recruited, or no successful applicant appointed.

7.4.3 There are no further risks to consider arising from the proposed recommendations in this report.

7.5 Consultation

7.5.1 None required.

7.6 Equality Implications

7.6.1 The recruitment process for the post will be carried out in accordance with the Equality Act 2010 and the Council's Equality, Diversity and Inclusion Policy and its Equality Strategy 2021- 2025.

7.7 Climate Impact

7.7.1 There are no specific climate impacts arising from this report.

7.8 Community Impact

7.8.1 There are no specific community impacts arising from this report.

7.9 Crime and Disorder Impact

7.9.1 There are no specific crime and disorder implications arising from this report.

8 Background Papers

8.1 Constitution of North Northamptonshire Council ([link to website](#))



North Northamptonshire Council

Role Profile

Chief Executive

Salary: £174,475 - £184, 625 (Pay award pending) plus returning officer/election fees

Responsible to: Leader of the Council

Job Purpose:

- Fulfil the role of Chief Executive and the statutory designation of Head of Paid Service, working with Council Members and the Senior Management Team to provide leadership, vision and strategic direction for the Council.
- Achieve the strategic aims and objectives of the Council, ensuring value for money and high- quality services in accordance with statutory requirements and sound financial principles.
- Develop and drive the organisational culture to achieve the Council's vision, priorities and strategy.
- Establish and develop successful internal and external relationships and partnerships, as a proactive and positive ambassador for the Council and North Northamptonshire at regional and national levels.
- Act or nominate as Returning Officer.

Main Duties and Responsibilities:

Strategic Leadership & Management

- Ensure the delivery of high-quality services to the residents of North Northamptonshire.
- Fulfil the role of Chief Executive and statutory designation of Head of Paid Service, providing clear personal leadership and strategic direction to secure a cohesive and co-ordinated approach to deliver and improve organisation-wide service provision, resource allocation and prioritisation.
- Work with elected members to ensure effective governance of the Council and its' legality, probity, integrity, proper public accountability and scrutiny of decision-making processes.

- Provide visible and inspirational leadership, acting as a role model for a high-performance and supportive culture that enables employees to focus on outcomes for our residents and achieve their potential.
- Develop and drive transformational change, fostering and leading a culture of continuous improvement that reflects the values of the Council and encourages creativity and commercial acumen within a public service ethos.
- Jointly manage the direction and performance of the Northamptonshire Children's Trust, ensuring the delivery of high-quality services to children, young people and families across the county.
- Support the Council's elected leadership in creating and implementing strategies to enable the Council to deliver its vision and objectives.
- Act as the Council's principal policy adviser on matters of strategic and general policy.
- Ensure that the Council meets its statutory obligations, including those relating to health and safety, data protection and equalities – promoting a culture of diversity, fairness and respect.

Transformation and Shaping

- Lead the transformation of the Council; including the integration, digitalisation and commercialisation as appropriate of services and shaping of functions to achieve the best outcomes for the residents of North Northamptonshire.
- Shape a modern and innovative culture and approach in how the Council delivers its critical services and develops its employees
- Establish a strong, financial foundation and position and develop plans for future financial stability and sustainability.

Political Interface and Member Relations

- Develop and maintain effective working relationships with elected Members, working with Members to foster a positive and productive interface between Members and officers across the Council.
- Work with, advise and support elected Members in formulating appropriate strategies and plans to deliver political objectives and modern, effective services.
- Promote a culture of political awareness amongst officers to help translate political will into appropriate future strategies and delivery of objectives.

Leading Partnerships, Collaboration & Managing Reputation

- Play a leading role in the local community; bringing together private, public and voluntary partners to help direct and realise better outcomes for residents.
- Represent the Council and its interests through personal influence and engagement in partnerships at all levels within the public, private and voluntary sectors, acting as an ambassador for the Council at all times.

- Influence a range of policy makers, public bodies, partners and suppliers to ensure the Council is well positioned to meet existing objectives and new challenges.
- Lead and protect the reputation of the Council, overseeing a communications strategy that promotes understanding and a positive image of the Council to internal and external stakeholders and partners.
- Provide personal leadership and direction to ensure the Council engages and connects with the local community; to develop understanding, shape services, build community resilience and drive customer satisfaction.

Other Responsibilities

- Carry out or have undertaken the role of Electoral Registration Officer and Returning Officer for local and national elections. (This responsibility could potentially rest with a different officer).
- Fulfil statutory responsibilities relating to emergency planning.
- Undertake any other duties commensurate with the role.

The position is politically restricted.

North Northamptonshire Council

Person Specification

Chief Executive

Qualifications

- Relevant degree or equivalent professional qualification or experience.
- Evidence of continuing managerial, professional and relevant personal development.

Experience

- A proven track record of achievement at Chief Executive or senior strategic management level in a relevant organisation.
- Demonstrable experience and success in:
 - Delivering outcomes through transforming services that improve services and customer feedback.
 - Promoting, leading and managing transformation programmes in large, complex organisations that involving cultural and structural change.

- Managing a diverse range of services and translating best practice and organisational ambition/vision into tangible outcomes, achievements and service delivery improvements.
- Driving cultural change and organisational vision and values.
- Effective partnership working, networking and collaboration; developing and maintaining positive and productive relationships with a range of internal and external stakeholders and strategic partners.
- Leading and motivating senior, professional colleagues to ensure high levels of achievement and performance.
- Managing significant budgets, diverse services, capital programmes and complex projects within agreed resources and procedures.
- Providing professional advice to and building effective working relationships with senior managers and elected Members.
- Commitment to equality of opportunity, diversity and inclusivity in relation to service delivery and employment.
- Building, promoting and maintaining an organisation's reputation.

Skills and Knowledge

- Detailed knowledge of the statutory, policy and strategic framework in which local government operates.
- Thorough understanding of the current issues and future challenges facing the sector and their impact across a range of local government services.
- Proven leadership ability, with evidence of developing and embedding vision, setting direction, inspiring confidence, influencing and motivating others.
- Effective interpersonal and communication skills, to engage a range of audiences within and outside the organisation and to positively represent the Council.
- Strong influencing and negotiating skills.
- Highly developed analytical and problem-solving skills, with the ability to work strategically and conceptually and apply sound judgement when evaluating options.
- Political astuteness, with the ability to work successfully within a political environment through effective working relationships with Elected Members.
- Ability to plan and implement strategies and programmes.
- Commercially / financially astute and customer focussed.

Personal Qualities

- Passionate about putting residents at the heart of service delivery.
- Positive role model for behaviours and culture.
- Collaborative and strategic leader, able to motivate and work across boundaries and achieve performance/results through others.
- Robust and resilient, with drive and self-motivation.
- Innovative and forward looking.

- Flexible to meet competing demands and challenging circumstances.
- Personality and credibility that engages and gains the confidence of all stakeholders.
- Personal integrity, with a personal commitment to equality, diversity and inclusivity.

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