

## **Strategic Director Roles – Appendices**

### **Strategic Director of Place**

The Strategic Director of Place will have strategic responsibility for outward-facing place-based services concerned primarily with the built and natural environment. This will include overseeing enabling services such as Development Management, Building Control, Environmental Health and Licensing.

Subject to further discussions once strategic directors are appointed, which will centre on the skills, experience and interests that all newly-appointed strategic directors bring to their roles, responsibilities are also likely to include place-making strategy in terms of planning policy, economic development, housing and regeneration. This will include strategic oversight of the preparation of the local plan. Close liaison with the property team will be needed to make the most of regeneration and development opportunities.

In particular there is a need to provide more strategic direction, working in partnership, for the exciting and award-winning canal regeneration project which is working to restore a link between the Thames and the Severn and is supported by hundreds of local volunteers, and a strategy to improve the vitality of the district's market towns. Attracting and retaining businesses and support for local businesses to thrive are important to the district, as is promoting tourism, and the strategic director will be expected to lead on the Council's role in improving local prosperity.

Subject to further discussions once directors are appointed, the remit of the strategic director may include oversight of the waste and recycling partnership, Ubico, and the Council's work towards achieving a carbon neutral district by 2030, stemming from our declaration of a climate change emergency in 2018. The Council takes a strong strategic lead on environmental sustainability and adapting to climate change which receives cross-party support, and needs to facilitate and co-ordinate the activities of communities and businesses whilst working in partnership across Gloucestershire.

Experience and achievement in strategic place-making and the energy and enthusiasm to engage in creating a vision for place and building communities are essential.

It would be an advantage to have a good understanding of and background in local authority enabling services, and experience in developing strategy and policy, including in partnership. A good understanding of the planning system, with MRTPI or equivalent professional membership, would also be an advantage.

The above list of responsibilities is not exhaustive and is subject to change as the new strategic leadership team works closely together to shape the delivery of services and corporate priorities, playing to the skills, strengths and ambitions of the team appointed.

## **Strategic Director of Communities**

The Strategic Director of Communities will have strategic responsibility for outward-facing services concerned primarily with people and communities, their opportunities and quality of life. This will include Tenant Services, Revenues and Benefits, Culture and Leisure and Community Services.

The aim is to provide well-managed support for all our residents, focusing on those who need us most. Customer Services will be at the heart of the role, enabling our communities to engage with us in an efficient and effective way, and this will involve re-thinking and re-organising how we do this corporately, making the best use of available new technology. The ability to view life, and the Council's processes, from the perspective of our tenants, residents and businesses will be essential.

The Council has its own housing stock of over 5000 homes and serves approximately 10,000 tenants, a significant proportion of the district's 118,000 residents. We have just embarked on an exciting and challenging project to bring the tenant repairs service back in-house to provide a more efficient and better quality service. We work with our tenants and other residents to address homelessness, provide money advice, benefits and lifestyle support – we have a successful health and wellbeing offer and work with health service partners on social prescribing of cultural and sporting activities.

The Council places a great deal of importance on culture and recreation. Whilst we have just transferred the Stroud Subscription Rooms to a Trust set up by Stroud Town Council, we have two leisure centres and an award-winning museum. Stratford Park is home to a leisure centre run on behalf of the Council and the fabulous Museum in the Park. The Council runs its own leisure centre, The Pulse, at Dursley and is looking to expand its offer there.

We have a team of Neighbourhood Wardens who liaise with the district's 52 town and parish councils and are the eyes and ears of the Council out in the community. The strategic director will understand the need for all our frontline staff to be ambassadors for the Council and responsive to the changing needs of the community.

Experience and achievement in customer-facing services and the energy and enthusiasm to sustain communities and create services relevant to the communities that we serve are essential, as is a good understanding of local authority housing.

It would be an advantage to have related qualifications and relevant professional membership.

The above list of responsibilities is not exhaustive and is subject to change as the new strategic leadership team works closely together to shape the delivery of services and corporate priorities, playing to the skills, strengths and ambitions of the team appointed.

## **Strategic Director of Resources**

The Strategic Director of Resources will have strategic responsibility for internal support services and Corporate Policy and Governance. These services need to operate well together to provide excellent support for the outward-facing services of the Council, which will be overseen by the Strategic Directors of Place and Communities.

Corporate Policy and Governance will include significant work with members and management to set the vision and strategic direction of the Council and support the achievement of strategic objectives, translating thinking into action. We have set out clear priorities for the year ahead in our Corporate Delivery Plan and are working on an action plan to respond to our recent LGA Corporate Peer Challenge, which identified the Council's potential as an exemplar leader of place.

The strategic director's responsibilities will include overseeing Audit, Performance Monitoring and Risk Management, Programme and Project Management, Procurement, Contract Management and Democratic Services and Elections. There is the opportunity to better integrate work across the Council in the years ahead through the development of a new Corporate Plan and forward plan for the organisation, underpinned by sound financial management set out in our Medium Term Financial Plan. There is also the opportunity to ensure that this is planned and carried out to high corporate standards.

Initially the strategic director will be responsible for support services including Finance, Legal and HR. Ultimately this may also include ICT and change, although given the Council's need to make significant progress on modernisation, for the next two years this will be the responsibility of the two-year fixed-term Director of Change and Transformation, who will also work closely with HR on Organisational Development. The Strategic Director of Resources will be expected to work closely with the Strategic Director of Change and Transformation ensure the integration of this work into mainstream activity in the longer term.

An important element of the strategic director's remit will be promoting a more commercial approach to service provision and realising opportunities to generate income to help the Council move towards financial sustainability. Whilst the Council is already self-sufficient, having already lost its Revenue Support Grant, it will need to drive efficiency and promote income generation if it is to reduce dependence on its reserves to balance its budget. The Council also needs to undertake a pay review and provide career development opportunities for its staff to ensure they are valued, engaged and motivated.

Experience and achievement in driving efficiency and taking a commercial approach to service provision are essential as is an excellent understanding of local authority finance. An enabling approach is important.

CIPFA or equivalent professional qualification and membership would be an advantage.

The above list of responsibilities is not exhaustive and is subject to change as the new strategic leadership team works closely together to shape the delivery of services and corporate priorities, playing to the skills, strengths and ambitions of the team appointed.

## **Strategic Director of Change & Transformation (initial 2 year fixed term)**

The Strategic Director of Change and Transformation will have responsibility for driving the changes that will help our teams deliver our priorities and actions. While the modernisation of ICT is a critical task, it is the transformation of our culture that will prove crucial as we strive for the future we want.

This will involve working closely with the Strategic Director of Resources and Head of HR on organisational development. There are opportunities and challenges here as the Council needs to undertake a pay review and provide career development opportunities for its staff to ensure that they are valued, engaged and motivated.

In terms of ICT, the Council has approved the budget to enable essential upgrades to its infrastructure but now needs to focus on future development to match the ambition of its service delivery. This will mean improving our digital offer to our communities and businesses as well as enabling the Council's staff to work more flexibly using appropriate devices. The strategic director will need to work closely with the Strategic Director of Communities to lead the development of service delivery fit for the future, putting our communities at the heart of everything we do.

The Strategic Director of Change and Transformation will also be expected to work particularly closely with the Strategic Director of Resources to ensure the integration of this work into mainstream activity in the longer term.

The strategic director will need to have the vision and passion to help the Council reach its potential. There are some barriers to break down but it is an organisation ready for change, with friendly teams who want to do their best.

Energy, enthusiasm and a passion for progress are essential as is the ability to build strong working relationships across the Council to encourage everyone to embrace change and transformation. The strategic director will work closely with the Chief Executive, other strategic directors and elected Members as part of a strong corporate team to lead the Council. The aim is a 'one team' culture. The ability to inspire, encourage and lead by example are important qualities.

Experience and significant achievement in change and transformation are essential and related professional qualifications and membership would be an advantage.

The above list of responsibilities is not exhaustive and is subject to change as the new strategic leadership team works closely together to shape the delivery of services and corporate priorities, playing to the skills, strengths and ambitions of the team appointed.