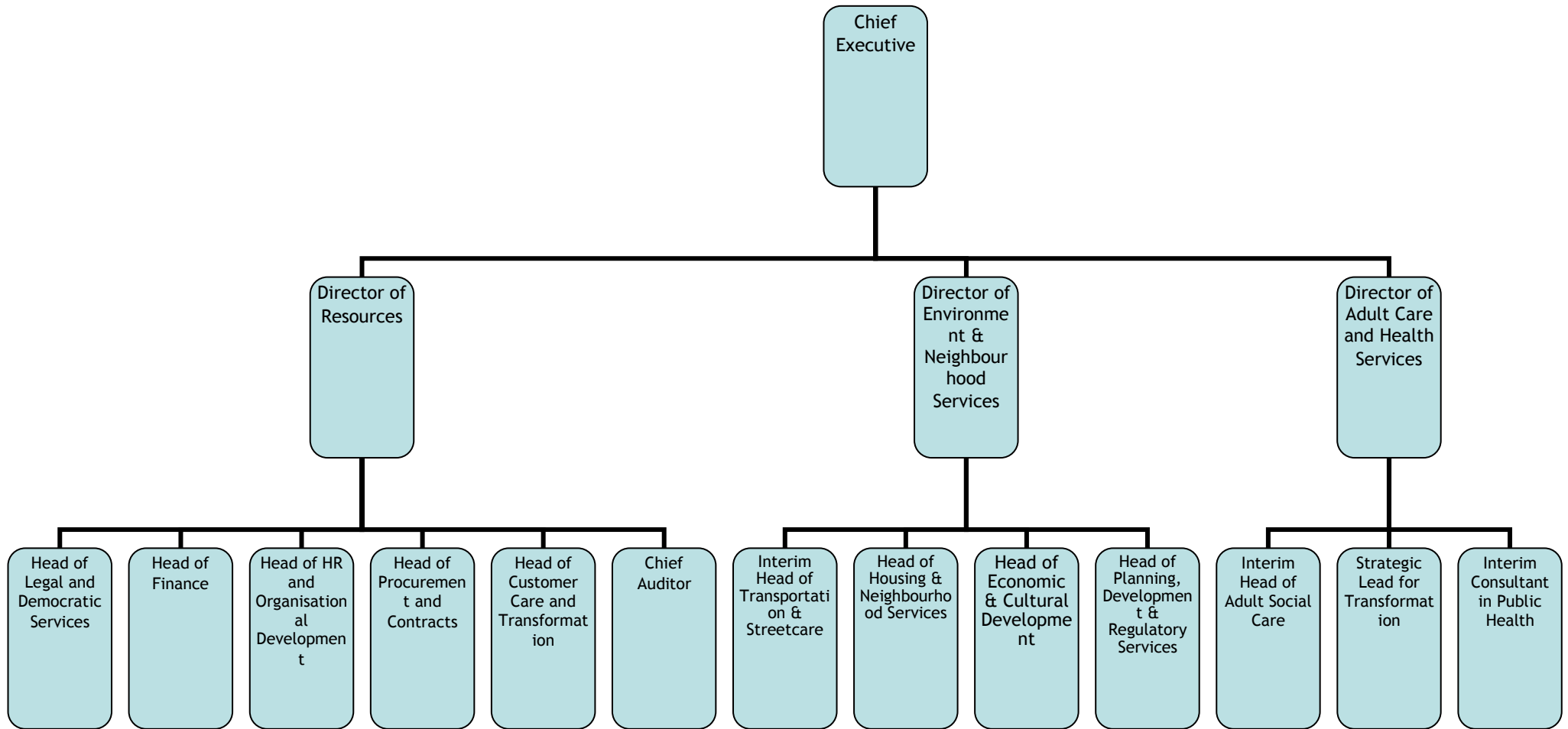
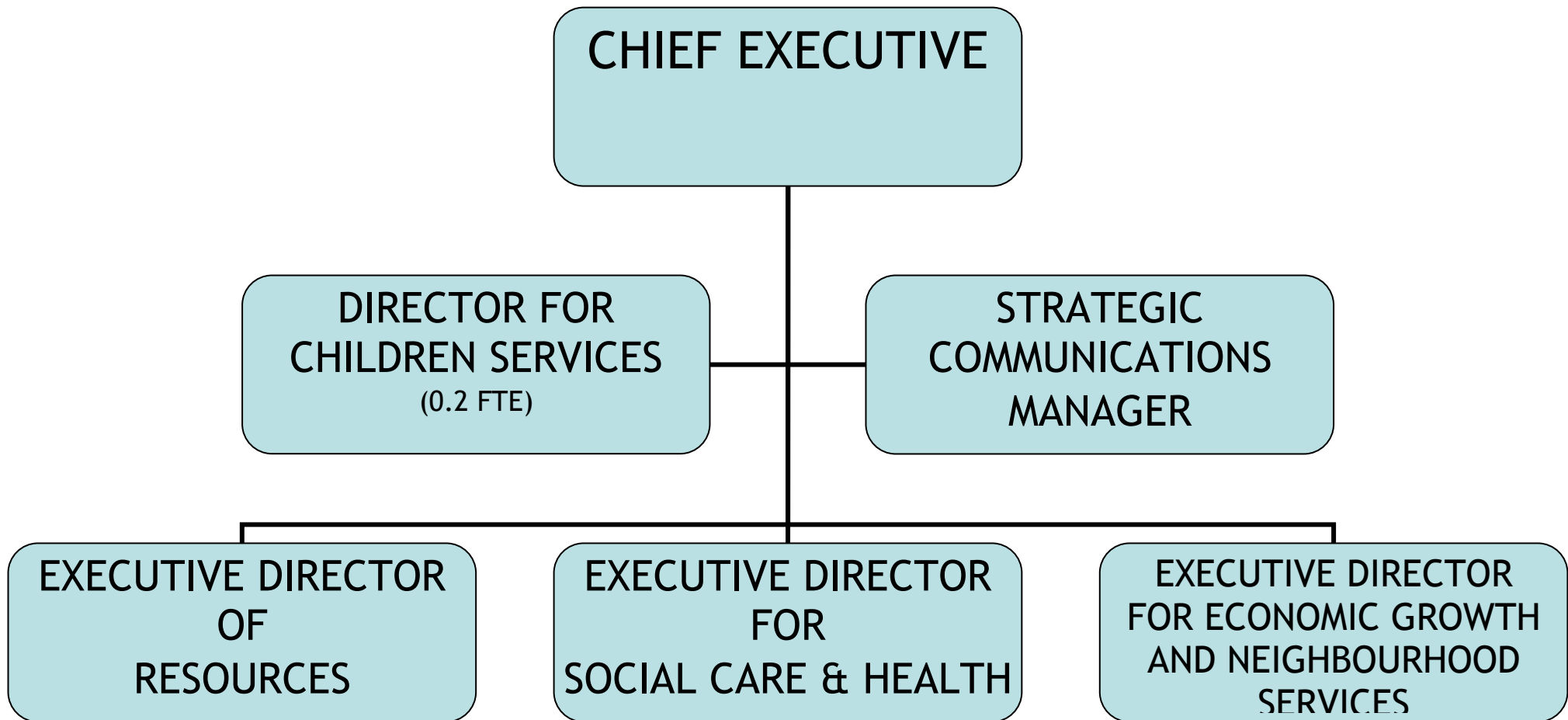
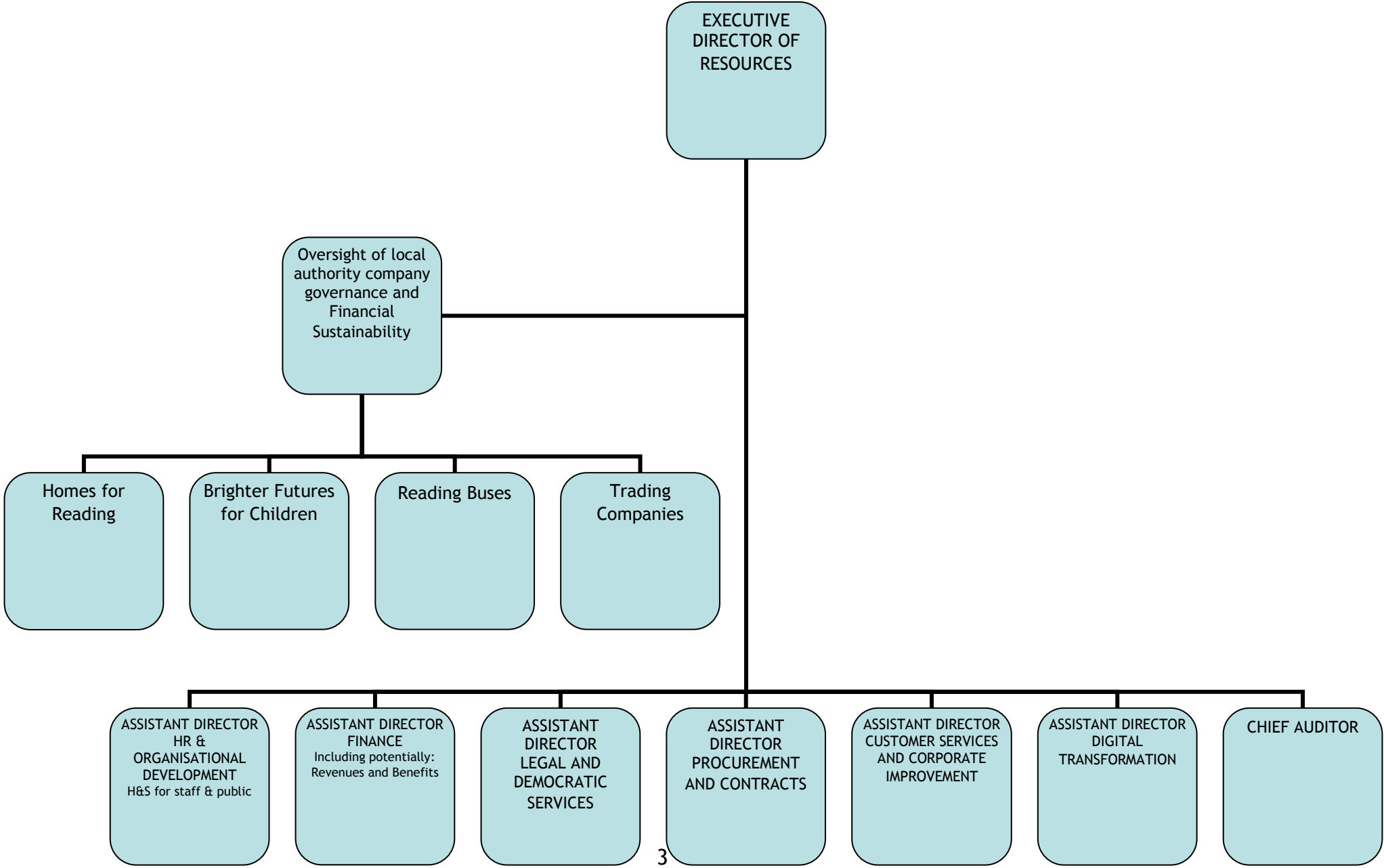


APPENDIX 1 - CURRENT SENIOR MANAGEMENT STRUCTURE



APPENDIX 2 - PROPOSED SENIOR MANAGEMENT STRUCTURE





**EXECUTIVE DIRECTOR
FOR ECONOMIC
GROWTH AND
NEIGHBOURHOOD
SERVICES**

**DIRECTORATE
MANAGEMENT SUPPORT
TEAM**

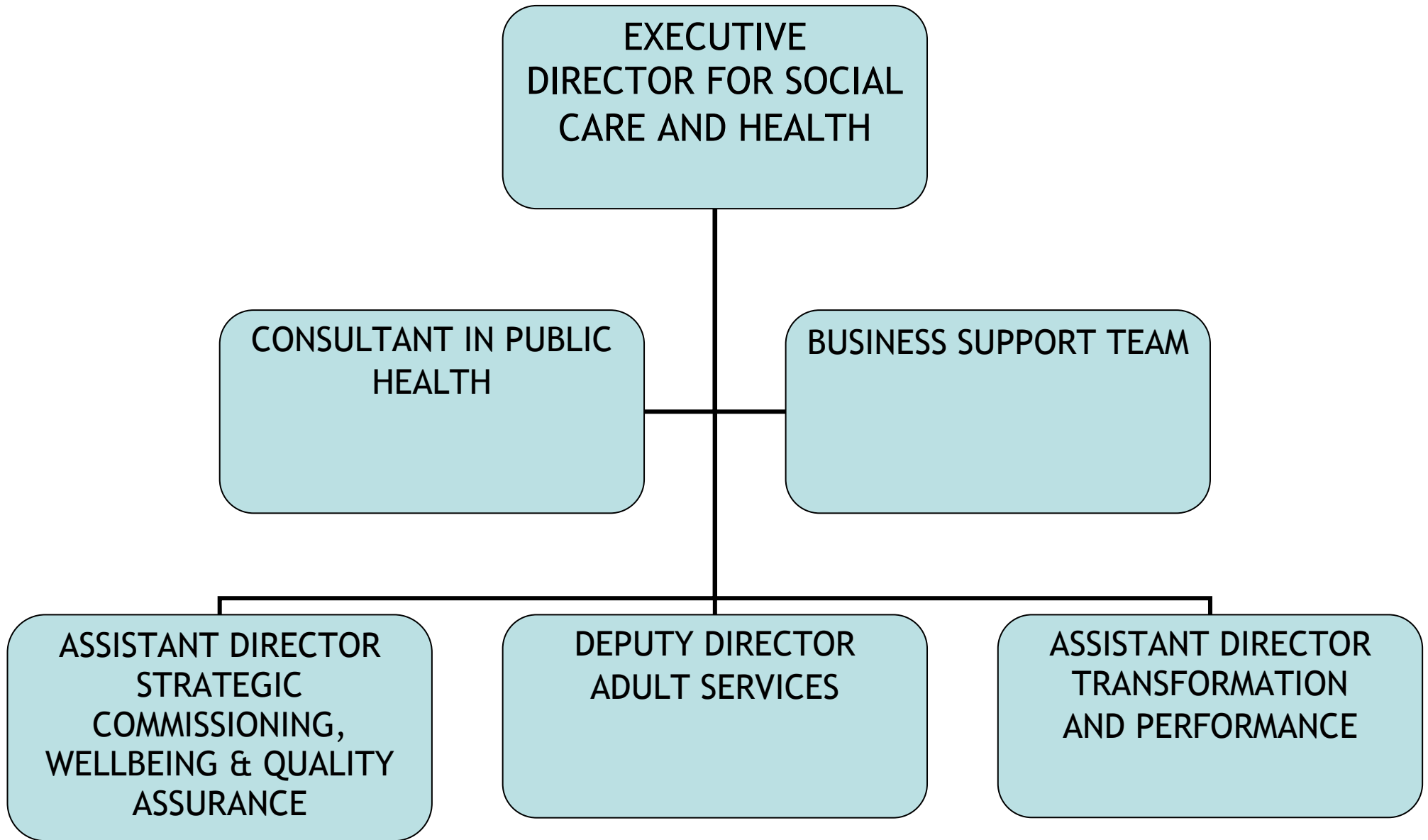
**ASSISTANT DIRECTOR
DIRECT SERVICES**
Business Development
Street Scene Services
Waste & Recycling Services
Parks & Ground Maintenance
Highways & Civic Engineering
Car Parks
Fleet Management
Housing, Repairs and
Maintenance Delivery

**DEPUTY DIRECTOR
REGENERATION & ASSETS**
Corporate Landlord & Asset
Manager
Strategic Regeneration
Projects
Promoting Regeneration and
Housing Developments
Valuation
Capital Projects
Corporate Property & Repairs
& Maintenance Client
Economic Development:
- work with LEP
Facilities Management Client

**ASSISTANT DIRECTOR
HOUSING & COMMUNITIES**
Housing Strategy & Policy
Housing Landlord Services
Housing Needs &
Homelessness
Commissioning repairs &
maintenance in HRA
properties
Community Safety and
Prevent
Neighbourhood Hubs
Emergency Planning

**ASSISTANT DIRECTOR
CULTURE**
Arts and Theatres
Museum and Town Hall
Sport, Leisure and Play
Libraries
Archives and Modern Records
New Directions
Work with Reading UK CIC

**ASSISTANT DIRECTOR
PLANNING & TRANSPORT**
Planning
Building Control
Regulatory Services
Transport Strategy &
infrastructure
Network Management &
Enforcement
Transport Programmes &
Projects
Sustainability
Parking Policy



APPENDIX 3 - DRAFT ROLE PROFILES

EXECUTIVE DIRECTOR

JOB PURPOSE

- To be the lead policy advisor to the Council for the areas within the Directorate, developing and implementing leading edge strategies to meet the Corporate Plan ambitions.
- To shape the Corporate Management Team, driving the Council's Organisational Development Strategy which aims to achieve a high performing, motivated and highly skilled workforce.
- Accountable for the delivery, improvement, management and performance of a portfolio of Council services, leading and inspiring managers and employees across the Council.
- To ensure the Council and the Directorate delivers its Corporate Plan objectives; to ensure a system of continuous review is embedded within the Directorate so that 'traditional thinking' is challenged and that best practice and innovation pursued.
- To initiate new strategies and practices.
- To shape strategic plans for the Council in close consultation with lead members and partner organisations in a cost effective and time efficient manner and ensure delivery of the key targets within, specifically:
- To sponsor corporate programme boards developing strategy and policy; implement programmes and projects to improve service delivery
- To ensure Members of the Council are supported in their leadership and community roles
- To develop and support senior managers across the Council
- To be accountable for budget overview for the Directorate, ensuring compliance with the Council's Constitution and Standing Orders and that the Council receives value for money from its expenditure.

QUALIFICATIONS AND EXPERIENCE

ESSENTIAL

- Significant contribution to corporate / organisation senior leadership
- A track record of delivering improved outcomes in the service areas covered by the directorate
- Experience of leading and delivering significant change and business improvement initiatives, including people and cultural change
- Experience of developing and delivering area wide outcomes through partnership working including

TECHNICAL KNOWLEDGE/EXPERIENCE

ESSENTIAL

- Broad overview of legislative and financial frameworks operating in the directorate area
- Effective financial planning and budget management skills
- Excellent knowledge of risk and reputation management
- Managing high performance through people
- Workforce planning
- Sound knowledge of business process

BEHAVIOURAL SKILLS

ESSENTIAL

- Strong leadership, including:
 - Inspirational and highly motivated - and can motivate others
 - Able to mentor and coach senior managers
 - Demonstrable partnership & collaboration skills
 - Accomplished analytical & decision making skills

<p>major stakeholders, which impact the long term economic, environmental and social future of the area</p> <ul style="list-style-type: none"> • Significant experience in strategy and policy development in the directorate area • Substantial experience of working effectively with Elected Members on major service issues • Experience of leading and managing effective service delivery in a variety of activities • Professional experience in leading a diverse workforce and responding to diverse communities • Experience of programme and project management • Evidence of extensive continual professional development • Experience of effective budget management and delivering cost reductions whilst improving services • Professional qualification in an area covered by the directorate’s portfolio of services <p>DESIRABLE Management qualification</p>	<p>reengineering, project, programme and change management methodologies and their application</p> <ul style="list-style-type: none"> • Understanding of appropriate professional standards and what best practice looks like • Coaching and mentoring experience 	<ul style="list-style-type: none"> • Effective communication skills • Promotes equality & diversity • Sets ambitious targets, drives change and inspires people to deliver on both • Promotes innovation • Ability to translate national policy direction with strategic objectives. • Ability to think strategically and be proactive in developing and implementing continuous improvement in service delivery • Has a high level of personal integrity & credibility • Well-developed interpersonal and facilitation skills, demonstrates political sensitivity, able to build effective relationships and manage conflict resolution • Ability to manage conflicting and competing priorities effectively, and with the resilience, energy and organisational abilities to keep management performance on track during periods of uncertainty and change • Ability to develop and promote customer focused solutions • Champions employees and customer engagement, knows how and when to engage with communities
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ASSISTANT DIRECTOR

JOB PURPOSE

- To be the lead advisor to the Council for a specific service area, developing and implementing leading edge strategies to meet the Corporate Plan ambitions
- To drive the Council's Organisational Development Strategy within the service area which aims to achieve a high performing, motivated and highly skilled workforce.
- Accountable for the delivery, improvement, management and performance of a service area, leading and inspiring managers and employees across the Council.
- To ensure the service area delivers its Corporate Plan objectives; to ensure a system of continuous review is embedded within the service so that 'traditional thinking' is challenged and that best practice and innovation pursued.
- To initiate new strategies and practices.
- To shape strategic plans for the directorate and the Council in close consultation with lead members and partner organisations in a cost effective and time efficient manner and ensure delivery of the key targets within, specifically:
- To participate in corporate programme boards developing strategy and policy; implement programmes and projects to improve service delivery
- To ensure Members of the Council are supported in their leadership and community roles
- To develop and support senior managers across the Council
- To be accountable for budget overview for the service, ensuring compliance with the Council's Constitution and Standing Orders and that the Council receives value for money from its expenditure.

QUALIFICATIONS AND EXPERIENCE

ESSENTIAL

- Significant contribution to corporate / organisation senior leadership
- A track record of delivering improved outcomes in the service area
- Experience of leading and delivering significant change and business improvement initiatives, including people and cultural change
- Experience of developing and delivering service outcomes through partnership working including major stakeholders, which impact the long term economic, environmental and social future of the area
- Significant experience in strategy and policy

TECHNICAL KNOWLEDGE/EXPERIENCE

ESSENTIAL

- Broad overview of legislative and financial frameworks operating in the service area
- Effective financial planning and budget management skills
- Excellent knowledge of risk and reputation management
- Managing high performance through people
- Workforce planning
- Sound knowledge of business process reengineering, project, programme and change management methodologies and their application
- Understanding of appropriate professional

BEHAVIOURAL SKILLS

ESSENTIAL

- Strong leadership, including:
 - Inspirational and highly motivated - and can motivate others
 - Able to mentor & coach senior managers
 - Demonstrable partnership & collaboration skills
 - Accomplished analytical & decision making skills
 - Effective communication skills
- Promotes equality & diversity
- Sets ambitious targets, drives change & inspires people to deliver on both
- Promotes innovation

<p>development in the service area</p> <ul style="list-style-type: none"> • Substantial experience of working effectively with Elected Members on major service issues • Experience of leading and managing effective service delivery in a variety of activities • Professional experience in leading a diverse workforce and responding to diverse communities • Experience of programme and project management • Evidence of extensive continual professional development • Experience of effective budget management and delivering cost reductions whilst improving services • Professional qualification in a portfolio area <p>DESIRABLE Management qualification</p>	<p>standards and what best practice looks like</p> <ul style="list-style-type: none"> • Coaching and mentoring experience 	<ul style="list-style-type: none"> • Ability to translate national policy direction with strategic objectives. • Ability to think strategically and be proactive in developing and implementing continuous improvement in service delivery • Has a high level of personal integrity & credibility • Well-developed interpersonal and facilitation skills, demonstrates political sensitivity, able to build effective relationships and manage conflict resolution • Ability to manage conflicting and competing priorities effectively, and with the resilience, energy and organisational abilities to keep management performance on track during periods of uncertainty and change • Ability to develop and promote customer focused solutions • Champions employees and customer engagement, knows how and when to engage with communities
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