



Role Profile Description

Date	January 2015
Purpose	To lead a portfolio of complex projects delivering a Regulation or Technical service within the context of the business plan and specific project objectives as a leader/manager of teams.

Your responsibilities:

Leadership (Self and Team)	
Accountable For	End Result
<ul style="list-style-type: none"> Planning and organising self and team to complete work within given timescales and budgets. 	<ul style="list-style-type: none"> Agreed performance standards are met. Own and team time is utilised effectively.
<ul style="list-style-type: none"> Monitoring and controlling the team's operations and assigned projects to meet the set targets and standards. 	<ul style="list-style-type: none"> Work is completed to required standards. Targets are achieved. Service procedures and policies are adhered to.
<ul style="list-style-type: none"> Leading, motivating and developing teams in a service area across multiple sites. Implementing Human Resources procedures in the area, including recruitment, discipline, performance and attendance management and appraisal. 	<ul style="list-style-type: none"> The service area is well organised. Service is delivered effectively. Human Resources issues are addressed. There is a positive climate. Teams are capable, skilled and knowledgeable. Performance objectives are achieved.
<ul style="list-style-type: none"> Providing advice to colleagues, influencing them to adopt recommendations. Providing advice, support and discussion to senior management and Council Members, on areas of own expertise. 	<ul style="list-style-type: none"> Professional expertise and principles are applied.
Competency measurements	
Build effective relationships with people and promote the "one council" approach.	
Manage employees' performance.	
Integrate the skills and abilities of the team to create a successful team.	

Making things happen / Delivering results	
Accountable For	End Result
<ul style="list-style-type: none"> Inputting to the preparation of plans and budgets for the work portfolio and service area, taking account of external developments in setting 	<ul style="list-style-type: none"> Plans and budgets are influenced. There is input to the business plan. Work is completed to set timescales.

<ul style="list-style-type: none"> priorities. Planning and organising work to be completed within given timescales and standards. Contributing to the development of plans, policies, and budgets for the service Assisting with the development of plans over a 3–5 year timescale. 	<ul style="list-style-type: none"> Own and team time is utilised effectively. Priorities reflect the external environment. May impact on service delivery and, potentially, the working of the Service and external forums.
<ul style="list-style-type: none"> Determining compliance of Service policies and regulatory frameworks and enforcement decisions. Providing expert professional advice on major issues in own area of expertise. Advocating policy decisions and defending their implications within and outside the Service. 	<ul style="list-style-type: none"> Sound judgements are made on compliance issues. Reports and recommendations are prepared for senior management and outside Bodies. Enforcement decisions are implemented. The Services position is advocated. Professional advice is provided. External trends and developments are understood. The Service is aware of implications, risks and benefits. Effective relationships exist with the customer base.
<ul style="list-style-type: none"> Co-ordinating the preparation and presentation of reports on complex issues, involving a range of technical areas. Preparing and delivering complex reports which may impact on Service operations and on organisations outside the Service. 	<ul style="list-style-type: none"> There is a clear summary of issues, progress and implications. Reports are completed on time and in accordance with Service policies.
<ul style="list-style-type: none"> Acting as an ‘Expert Witness’ on behalf of the Service. Representing the Services interests. 	<ul style="list-style-type: none"> Expert witness evidence is provided. The Service is appropriately represented in legal and other matters. The Services reputation is safeguarded and enhanced.

Competency measurements

Make complex and tough decisions, develop and implement influencing approaches.

Service Improvement and innovation

Accountable For	End Result
<ul style="list-style-type: none"> Developing and implementing policies and procedures in own area of expertise. Interpreting current legislation/regulations and ensuring consistent application. 	<ul style="list-style-type: none"> Up-to-date policies and procedures are implemented and monitored. Internal policies and procedures are established. Current legislation and regulations are consistently applied.
<ul style="list-style-type: none"> Developing innovative solutions to complex technical issues, sometimes involving several areas of expertise. Organising the implementation of solutions and consulting when necessary on issues with wider implications. 	<ul style="list-style-type: none"> Solutions are proposed for complex technical issues. Agreed solutions are implemented. Professional, technical and regulatory principles are adhered to.

Competency measurements

Identify opportunities for business success and focus on making a difference.

Managing resources

Accountable For	End Result
<ul style="list-style-type: none"> Planning, organising and controlling the work and budget of multi-disciplinary teams to achieve the project portfolio targets and standards. Directing and controlling financial plans and 	<ul style="list-style-type: none"> Work is complete to the required standards (technical, quality, safety, etc.). Targets are achieved (cost, time, etc.). The contribution of expertise areas is co-

expenditure for their area of the service and projects under their control.	ordinated.
<ul style="list-style-type: none"> Contributing to the identification, and securing, of resources to support the project portfolio. Identify and secure sources of funds and resources, and allocate them effectively. 	<ul style="list-style-type: none"> Council procedures and policies are adhered to. Resources are specified. Adequate resources are secured.
Competency measurements	
Anticipate and prepare for future needs using resources effectively and respond to demands of changing priorities and needs.	

Customer and Community focused	
Accountable For	End Result
<ul style="list-style-type: none"> Advocating the Services case; negotiating solutions. Persuading stakeholders, suppliers and customers to achieve agreement. Negotiating settlements. 	<ul style="list-style-type: none"> Stakeholder issues are resolved. The best solutions are found within the available resources and other limiting factors.
<ul style="list-style-type: none"> Pro-actively developing opportunities for partnership working. 	<ul style="list-style-type: none"> Shared resources are used efficiently and effectively.
Competency measurements	
Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.	

Qualifications, knowledge, experience and expertise
<ul style="list-style-type: none"> Professional and management qualifications or equivalent. Considerable management experience and associated skills. Proven track record as a manager and expert in their relevant professional discipline. Full understanding of the service area and the business and the context within which it operates. Knowledge of health and safety and related legislation, procedures and policies and how they apply to the work area. Extensive people management skills. Organisational/planning skills. Commercial/marketing skills may be relevant in some service areas. Politically astute in a rapidly-changing environment. Knowledge of inward- and outward-facing Council issues High level of influencing, negotiation and interpersonal skills. Relevant experience and a sound knowledge of the legislation, regulatory framework and Council policies and procedures, to deliver the role objectives. ICT competent with skills relevant to the work area.

Cumbria County Council behaviours

The county councils behaviours explain how we need to perform our roles, rather than what we need to deliver. They explain what behaviours are needed to move the council in the right direction for success.

For further information please see:-
www.cumbria.



Cumbria County Council competencies

The competencies shown in the role profile are for your level. They are cumulative so it is assumed that those at a higher level demonstrate the competencies from the lower levels.

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