

**PCD19**

**People, Care  
and  
Development**

## Role Profile Description

<b>Date</b>	January 2015
<b>Purpose</b>	To direct and lead a major area, or a range of significant or specialist programmes and activities, that develop, support or provide care for individuals or groups or communities.

### Your responsibilities:

<b>Leadership (Self and Team)</b>	
<b>Accountable For</b>	<b>End Result</b>
<ul style="list-style-type: none"> <li>Representing the Council and presenting strategy to external partners.</li> </ul>	<ul style="list-style-type: none"> <li>Policies and programmes are developed in a wider partnership.</li> </ul>
<ul style="list-style-type: none"> <li>Leading, motivating and developing the senior management team, with overall responsibility for the leadership of the service.</li> <li>Overseeing a number of work areas and/or a number of projects.</li> <li>Provide advice, support and discussion, involving complex issues and substantial outcomes ensuring co-ordinated delivery of services controlled.</li> <li>Implementing full Human Resources policies and procedures for the services.</li> </ul>	<ul style="list-style-type: none"> <li>The service and its delivery are effective.</li> <li>People are well motivated and capable.</li> </ul>
<b>Competency measurement</b>	
<p>Visions and plans are persuasive, understood and staff relate to their role within them.                      Drive cultural change.                      Inspire and motivate others to generate success.                      Act as a performance coach, readily provide feedback and recognition to team members and anticipate the needs of others.</p>	

<b>Making things happen / Delivering results</b>	
<b>Accountable For</b>	<b>End Result</b>
<ul style="list-style-type: none"> <li>Formulating, proposing, gaining approval and implementing longer-term and annual business and service plans and budgets for the services.</li> <li>Leading the co-ordinated strategic planning for the services.</li> <li>Contributing to Directorate, Council, joint- and integrated-service planning.</li> </ul>	<ul style="list-style-type: none"> <li>Business plans and budgets are agreed in accordance with Council plans, procedures and timescales.</li> <li>Business objectives are set out for services.</li> <li>A longer-term co-ordinated scenario is set out for all the services.</li> <li>Strategic policies are set.</li> </ul>

<ul style="list-style-type: none"> <li>Overseeing the implementation of strategies and plans into functional business objectives, ensuring business continuity in emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>Council strategies are implemented and the objectives are achieved.</li> </ul>
<ul style="list-style-type: none"> <li>Determining compliance of Council policies and legal requirements on situations with major implications for the Council.</li> <li>Explaining and defending key decisions.</li> <li>Identifying and managing high level reputation and service risks.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions are taken on situations with major implications.</li> </ul>
<ul style="list-style-type: none"> <li>Providing reports for the Council and key external Bodies on the interpretation of major issues impacting on the various services and the Council as a whole.</li> </ul>	<ul style="list-style-type: none"> <li>Quality reports are provided on time.</li> <li>Key issues are identified.</li> <li>Recommendations are put forward.</li> </ul>
<ul style="list-style-type: none"> <li>Providing specialist expert advice, covering a broad professional discipline or work area.</li> </ul>	<ul style="list-style-type: none"> <li>Service is developed and delivered in accordance with current thinking and best practice.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Make long term decisions, deliver outcomes, take ownership and gain commitment.</p>	

<h2>Service Improvement and innovation</h2>	
<p><b>Accountable For</b></p>	<p><b>End Result</b></p>
<ul style="list-style-type: none"> <li>Determining the overall service requirements in accordance with Council objectives.</li> </ul>	<ul style="list-style-type: none"> <li>The service delivers its requirements and fits with the overall Council objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Developing the strategic direction of own area and leading the service planning in own area.</li> <li>Using high levels of influence and discretion in formulating policies and procedures in response to service issues.</li> </ul>	<ul style="list-style-type: none"> <li>Council objectives are delivered to specification, time and budget.</li> <li>Continuous service improvement.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Create a strategic vision and shape opportunities for success and inspire others to innovate.</p>	

<h2>Managing resources</h2>	
<p><b>Accountable For</b></p>	<p><b>End Result</b></p>
<ul style="list-style-type: none"> <li>Identifying and accessing funds and other resources</li> <li>Directing and controlling financial plans for various services.</li> <li>Overall service delivery, with responsibility for planning, expenditure, and securing and controlling a very high value budget.</li> </ul>	<ul style="list-style-type: none"> <li>The service operates effectively achieving value for money.</li> <li>Objectives are met within budget.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Set and develop plans by maximising the use of resources, secure funding and control budgets.</p>	

<h2>Customer and Community focused</h2>	
<p><b>Accountable For</b></p>	<p><b>End Result</b></p>
<ul style="list-style-type: none"> <li>Leading/chairing partnership arrangements</li> <li>Identifying and pursuing opportunities for partnership working.</li> <li>Determining policies which meet the care and welfare demands of the community, groups and individual within resources available.</li> <li>Working with colleagues, members and other stakeholders, including partnerships, other local</li> </ul>	<ul style="list-style-type: none"> <li>The Council's reputation is safeguarded or enhanced. Community input to strategy and policy development.</li> </ul>

<p>authorities and external agencies.</p> <ul style="list-style-type: none"> <li>• Leading joint working; identifying and accessing funding; negotiating and influencing to adopt solutions; develop policy.</li> </ul>	
<ul style="list-style-type: none"> <li>• Liaising with key stakeholders in other agencies, to develop Council-wide service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• There is an integrated approach between agencies and the Council.</li> <li>• There is improved efficiency and innovation in service delivery.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Demonstrate a focus on community and customer centred service delivery. Build networks to drive the county council’s agenda forward.</p>	

<p><b>Qualifications, knowledge, experience and expertise</b></p> <ul style="list-style-type: none"> <li>• Professional and management qualifications or equivalent.</li> <li>• Extensive management experience and associated skills in co-ordinating different areas.</li> <li>• Proven track record as a manager and expert in the relevant professional disciplines.</li> <li>• Full understanding of the service areas and the wider business and the context within which it operates.</li> <li>• Proven track record of budget and resource management.</li> <li>• Extensive people management skills.</li> <li>• Organisational/planning skills.</li> <li>• Commercial/marketing skills may be relevant, in some service areas.</li> <li>• Knowledge of Health and Safety and similar procedures and policies and their application to the work area.</li> <li>• Politically astute in a rapidly-changing environment.</li> <li>• High level of influencing, negotiation and interpersonal skills.</li> <li>• ICT competent with skills relevant to the work area.</li> </ul>
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## 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](http://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.

**For further information please see:-**  
**[www.cumbria](http://www.cumbria.gov.uk)**