Role Profile Description

Date	January 2015
Purpose	To lead the delivery of Organisational Support service areas to meet agreed business plans and manage organisational change through the management of teams.

Your responsibilities:

Making things happen / Delivering results

Accountable For	End Result
☐ Developing, proposing and gaining approval	☐ Service plans and budgets are agreed within the

Leadership (Self and Team)

Accountable For	End Result
• Leading, motivating and developing the senior service team. • Taking overall responsibility for the leadership of the service. • Taking overall responsibility for the organising of staff including learning and development. • Implementing Human Resources procedures in the area, including recruitment, discipline, performance and attendance management and appraisal.	• The service and its delivery are effective. • People are well motivated and capable. ☐ There is a positive motivational climate. • Performance management objectives are achieved. • An effective workforce is developed. • HR policies and legislative requirements are adhered to. • Individual performance is improved. • Career progression is facilitated.
• Representing the Service and presenting strategy/policy to external partners. • Working pro-actively with high-level internal and external contacts, including directors, elected Members, and equivalent levels in external Bodies.	☐ Policies and programmes are developed in a wider partnership.
☐ Representing the service in liaison with other key stakeholders and agencies and disciplines, in order to reach decisions.	• There is an integrated approach between agencies. • There is improved efficiency in service delivery.
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.	

for annual and longer-term business plans and budgets for business area/Directorate. ☐ Co-ordinating and contributing to the formulation of service, statutory or partnership plans.	Council's budget schedule. • Business objectives and plans are agreed. • Longer-term issues are identified. • Strategic policy is set.

☐	Providing project management to support the delivery of specific programmes.	☐ Programme objectives are achieved within the specified time and budget.
☐	Setting and/or agreeing relevant performance targets for the service.	• Performance objectives are achieved. • Business processes are fit for purpose.
•	Representing own business area or the Council at public meetings and with external agencies.. Communicating objectives and influencing opinions. Negotiating in a technical and political, or multiagency, environment. Influencing objectives to achieve Service s desired outcomes. Identifying and managing reputation and service risks.	• The Services reputation is maintained and promoted. • Lobbying and influencing is effective at the higher levels within the Council, and comparable levels in external organisations. • Outcomes are beneficial.
☐	Developing service in accordance with operational demands.	☐ Operational requirements are met.
☐	Monitoring and reporting on policy implementation and activity within own function, to ensure compliance.	• Concerns are identified. • Risk is managed. • There is compliance with relevant legislation and regulations.
☐	Providing specialist expert advice, covering a professional discipline within a statutory framework, or work area.	☐ Service is developed and delivered in accordance with current thinking and best practice.
☐	Providing reports for the Service and key external Bodies on the interpretation of major issues impacting on the service and the Council as a whole.	• Quality reports are provided on time. • Key issues are identified. • Recommendations are put forward.
Competency measurements		
Make complex and tough decisions, develop and implement influencing approaches.		

Service Improvement and innovation

Accountable For	End Result
• Ensuring analysis of external developments. • Interpreting and advising the Council on appropriate changes to policies, including drafting and designing detailed policies and plans. • Contributing significantly to the formulation of the plans and policies of the service, with an impact on the Council and in the wider environment.	• Policies and procedures are robust and fit for purpose. • Contribution is made to the Council's strategic direction. • Service is improved, to meet statutory obligations and external circumstances.
• Providing authoritative opinion and directly contributing to the strategic development of own service. • Providing a creative approach to the design/ improvement of the service.	• Expertise and resources are identified and used effectively, to meet service requirements. • Improved quality of service and efficiency.
Competency measurements	
Identify opportunities for business success and focus on making a difference.	

Managing resources

Accountable For	End Result
☐ Recommending and managing allocated resources to deliver service objectives with	☐ Objectives are achieved to the required professional and regulatory standards.

responsibility for service area and associated budgets and resources. ☐ Making a specialist expert contribution regarding the use and allocation of resources.	• Targets are met or exceeded. • Customers are satisfied with the service delivery.
• Contributing to the overall service delivery, including planning, expenditure and securing and controlling a high value budget. • Advising on resources to deliver agreed work programmes. • Reporting on effectiveness/efficiency.	• Tasks are completed on time and to the required standards. • Performance is maintained or improved.
• Identifying, securing, deploying, monitoring and reviewing the resources necessary for the service area to meet/exceed its objectives. • Exploring options to access funding / resources.	• Resources are specified. • Adequate resources are secured. • There is improved value-for-money. • Service improvements are achieved within the available budget. • There is compliance with risk/asset management.

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
• Representing the Council internally and externally. • Communicating Council objectives. • Designing, influencing and negotiating shared objectives, operating processes and standards. • Undertaking joint working with partners; identifying and accessing funding; negotiating and influencing to adopt solutions or develop policies.	• Shared aims and objectives exist. • Outcomes are improved. • Service delivery is improved. • There are effective and good working relationships with stakeholders and elected Members. ☐ The Council's reputation is maintained or enhanced.
• Representing own business area or the Council at public meetings and with external agencies. • Communicating objectives and influencing opinions.	• The Council's reputation is maintained and promoted. • Lobbying and influencing is effective. • Outcomes are beneficial.
• Ensuring the provision of professional advice and support to Council services and external parties. • Leading on external accreditation and inspection. • Ensuring effective feedback and complaints procedures and identifying options for action.	• Relationships with customers and other stakeholders are effective. • Service level agreements and customer expectations are met or exceeded. • Major issues are identified. • Recommendations for action are put forward.

Competency measurements

Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.

Qualifications, knowledge, experience and expertise

- Professional and management qualifications or equivalent.
- Considerable management experience and associated skills.
- Proven track record as a manager and expert in the relevant professional discipline.
- Full understanding of the service area and the business, and the context within which it operates.
- Knowledge Health and Safety and related procedures and policies and how they apply to the work area.
- Full understanding of budget processes and organisational priorities.
- Extensive people management skills.
- Organisational/planning skills.
- Professional skills relevant to the service areas.

- Politically astute in a rapidly-changing environment.
- High level of influencing, negotiation and interpersonal skills.
- ICT competent with skills relevant to the work area.

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