



Role Profile Description

Date	January 2015
Purpose	To direct and lead a major area, or a range of significant or specialist organisational support service areas to meet the objectives of agreed business plans and manage organisational change.

Your responsibilities:

Managing Leadership Self and Team	
Accountable For	End Result
<ul style="list-style-type: none"> Leading, motivating and developing the senior management team, with overall responsibility for the leadership of the services. Providing advice, support and discussion, involving complex issues and substantial outcomes ensuring co-ordinated delivery of services controlled. Implementing full Human Resources policies and procedures for the services. 	<ul style="list-style-type: none"> Effective services and service delivery. People are well motivated and capable. There is a positive climate. Services' staff are capable, skilled and knowledgeable. Performance objectives are achieved. HR policies and procedures are met. An effective workforce is developed.
<ul style="list-style-type: none"> Representing the Council and presenting strategy to external partners. 	<ul style="list-style-type: none"> Policies and programmes are developed in a wider partnership.
Competency measurement	
<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>	

Making things happen / Delivering results	
Accountable For	End Result
<ul style="list-style-type: none"> Formulating, proposing and gaining approval for longer-term and annual business plans and budgets for the services. Leading the co-ordinated strategic planning for the services. Determining strategic direction. 	<ul style="list-style-type: none"> Business plans and budgets are agreed in accordance with Council plans, procedures and timescales. Business objectives are set out for services. A longer-term co-ordinated scenario is set out for all the services. Strategic policies are set.
<ul style="list-style-type: none"> Providing, on behalf of the Council, expert 	<ul style="list-style-type: none"> Professional corporate advice is provided.

<p>professional advice on major issues, in respect of all the services controlled.</p> <ul style="list-style-type: none"> Establishing services' procedures. Explaining and defending key decisions. Identifying and managing high level reputation and service risks. 	<ul style="list-style-type: none"> External trends and developments, from the Council's perspective, are understood. The Council is aware of implications, risks and benefits. Effective relationships exist with the customer-base.
<ul style="list-style-type: none"> Overseeing the implementation of strategies and plans into functional business objectives, ensuring business continuity in emergencies. 	<ul style="list-style-type: none"> Council strategies are implemented and the objectives are achieved.
<ul style="list-style-type: none"> Determining compliance of Council policies and legal requirements on situations with major implications for the Council. 	<ul style="list-style-type: none"> Decisions are taken on situations with major implications.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Quality reports are provided on time. Key issues are identified. Recommendations are put forward.

Competency measurements

Make long term decisions, deliver outcomes, take ownership and gain commitment.

Service Improvement and innovation

Accountable For	End Result
<ul style="list-style-type: none"> Ensuring the development of strategies / policies and procedures for the services and monitoring and controlling their implementation. Using high levels of influence and discretion in formulating plans, policies and strategies for the Council. 	<ul style="list-style-type: none"> Services' policies and standards are set. Policies are adhered to. There is contribution to Council policies. External changes are taken into account.
<ul style="list-style-type: none"> Determining the overall service requirements in accordance with Council objectives. 	<ul style="list-style-type: none"> The service delivers its requirements and fits with the overall Council objectives.

Competency measurements

Create a strategic vision and shape opportunities for success and inspire others to innovate.

Managing resources

Accountable For	End Result
<ul style="list-style-type: none"> Developing and proposing budgets, plans and resourcing for own services to meet their objectives. Overall services' delivery, with responsibility for planning, expenditure and securing and controlling very large value budgets or very large value resources. 	<ul style="list-style-type: none"> Resources are specified. Adequate resources are secured and deployed.
<ul style="list-style-type: none"> Directing and controlling financial plans for the service. Making decisions on securing and allocating resources, both internal and external, and delivering services' objectives. 	<ul style="list-style-type: none"> The service operates effectively achieving value for money. Objectives are met within budget.

Competency measurements

Set and develop plans by maximising the use of resources, secure funding and control budgets

Customer and Community focused

Accountable For	End Result
<ul style="list-style-type: none"> Leading/chairing partnership arrangements. Maintaining effective relationships with stakeholders including elected Members, the 	<ul style="list-style-type: none"> The partnership approach is integrated into operational delivery. Shared aims and objectives exist.

<p>media and government departments.</p> <ul style="list-style-type: none"> Identifying and pursuing opportunities for partnership working. Leading joint working; identifying and accessing funding; negotiating and influencing to adopt solutions; develop policy. 	<ul style="list-style-type: none"> Service delivery is improved. Effective working relationships are achieved. The Council's reputation is maintained or enhanced.
<ul style="list-style-type: none"> Leading, designing, influencing and negotiating shared objectives, operating processes and standards. Working with colleagues, members and other stakeholders, including partnerships, other local authorities and external agencies. 	<ul style="list-style-type: none"> 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.

Competency measurements

Demonstrate a focus on community and customer centred service delivery.
 Build networks to drive the county council's agenda forward.

Qualifications, knowledge, experience and expertise

- Professional and management qualifications, or equivalent
- Extensive management experience and associated skills in co-ordinating different areas.
- Proven track record as a manager and expert in integrating more than one relevant professional discipline.
- Full understanding of the services' areas and the business and context within which they operate.
- Knowledge Health and Safety and related procedures and policies and how they apply to the work area.
- Proven track record of budget and resource management.
- Extensive people management skills.
- Extensive 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.

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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