



Role Profile Description

Date	January 2015
Purpose	To lead, plan, organise and control the delivery of Regulation or Technical projects or specialist developments in specific service areas to meet the objectives of agreed business plans and manage organisational change.

Your responsibilities:

Leadership (Self and Team)	
Accountable For	End Result
<ul style="list-style-type: none"> Managing a team if required. Identifying skills and people resource requirements where necessary to deliver service objectives. Leading, motivating and developing others. 	<ul style="list-style-type: none"> Effective services and service delivery. People are well motivated and capable. There is a positive motivational climate. Performance objectives are achieved. HR policies and procedures are met. An effective workforce is developed.
<ul style="list-style-type: none"> Acting as specialist, providing intelligence, advice, guidance and support to Members, Directors, senior managers, colleagues and employees of the Council, influencing them to adopt recommendations involving complex issues and substantial outcomes. 	<ul style="list-style-type: none"> High level working relationships are formed. An effective workforce is developed.
<ul style="list-style-type: none"> Representing the Council and presenting policy to external partners. Negotiating in a technical and political, or multi-agency environment. 	<ul style="list-style-type: none"> Policies and programmes are developed in a wider partnership.
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"> Preparing plans and budgets for the work portfolio and service area, taking account of external developments in setting priorities. 	<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"> • 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 Council policies and regulatory frameworks, on situations with major implications, and enforcement decisions. • Assisting with the development of strategies to ensure resilience against unforeseen / unplanned events. 	<ul style="list-style-type: none"> • Decisions are taken on situations with major implications. • Enforcement proceedings are enacted. • Compliance is achieved. • Risks are managed.
<ul style="list-style-type: none"> • Providing reports for the Council and key external Bodies on the interpretation of major issues impacting on the service and Council. • Writing complex reports under pressure from conflicting priorities. 	<ul style="list-style-type: none"> • Quality reports are provided on time. • Key issues are identified. • Recommendations are put forward.
<ul style="list-style-type: none"> • Researching and developing proposals which contribute to the plans and policies, including annual business plans, of the service. • Assisting with business continuity / emergency planning. 	<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 service. • A longer-term scenario is set out for the service. • Improvement in services delivered. • Policies and procedures are developed. • Change is effectively managed. • Essential services are safeguarded.
<ul style="list-style-type: none"> • Acting as an 'Expert Witness' or advocate on behalf of the Council. • Providing, on behalf of the Council, expert professional advice on major issues. • Explaining and defending key decisions. 	<ul style="list-style-type: none"> • Expert witness evidence is provided. • The council is appropriately represented in legal and other matters. • The council's reputation is safeguarded and enhanced. • 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. • Public / Environment is protected.

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"> • Adapting and developing policies and procedures for the service and monitoring and controlling their implementation. • Proposing policies for the Council. 	<ul style="list-style-type: none"> • Service policies and standards are set. • Policies are adhered to. • There is contribution to Council policies. • External changes are taken into account. • Services are improved and / or value for money is achieved.

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"> • Identifying, securing and deploying the resources necessary for the service to meet its objectives. 	<ul style="list-style-type: none"> • Resources are specified. • Adequate resources secured and deployed.

<ul style="list-style-type: none"> Developing and proposing budgets, plans and resourcing for own service. 	<ul style="list-style-type: none"> Improved value for money. Service improvements are achieved within budget. Assets are controlled and managed.
<ul style="list-style-type: none"> Overall management of the relevant budget, planning expenditure and securing and controlling a large budget or high value resources. 	<ul style="list-style-type: none"> The budget is controlled and managed. Resources are used efficiently and effectively.
<p>Competency measurements</p>	
<p>Anticipate and prepare for future needs using resources effectively and respond to demands of changing priorities and needs.</p>	

<p>Customer and Community focused</p>	
<p>Accountable For</p>	<p>End Result</p>
<ul style="list-style-type: none"> Developing partnership arrangements. Identifying and pursuing opportunities for partnership working. 	<ul style="list-style-type: none"> The partnership approach is integrated into operational delivery. Shared aims and objectives exist. Service delivery is improved. Effective working relationships are achieved. The Council's reputation is maintained or enhanced.
<ul style="list-style-type: none"> Leading joint working; identifying and accessing funding; negotiating and influencing to adopt solutions; developing policy. 	<ul style="list-style-type: none"> Effective partnership working with Stakeholders, other local authorities and external agencies
<p>Competency measurements</p>	
<p>Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.</p>	

<p>Qualifications, knowledge, experience and expertise</p>
<ul style="list-style-type: none"> Professional and management qualifications or equivalent. Considerable project 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 context within which it operates. Knowledge of health and safety and related legislation, procedures and policies and how they apply to the work area. 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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