

OS16

Organisational Support

Role Profile Description

Date	January 2015
Purpose	To plan and control the delivery of Organisational Support service areas, projects and service developments to meet agreed business plans and manage organisational change.

Your responsibilities:

Leadership (Self and Team)	
Accountable For	End Result
<ul style="list-style-type: none"> Supporting the identification of people resource requirements and deployment. Managing a team, as required. Leading, motivating and developing team(s) 	<ul style="list-style-type: none"> Team working is 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 met.
<ul style="list-style-type: none"> Working pro-actively with high-level internal and external contacts, including directors, elected Members, and equivalent levels in external Bodies. 	<ul style="list-style-type: none"> The partnership team operates effectively.
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"> Setting and/or agreeing relevant areas to be subject to performance management or performance improvement processes. Setting and/or agreeing relevant targets. Supporting the formulation and setting of service plans. 	<ul style="list-style-type: none"> There are informed decision processes. Policy is set. Performance objectives are achieved. Business processes are fit for purpose. Business / service efficiencies achieved.
Contributing to the development of annual and longer-term business plans and budgets for business area, service developments or projects.	<ul style="list-style-type: none"> Service plans and budgets are agreed within the Services budget schedule. Business objectives and plans are agreed.

<ul style="list-style-type: none"> • Co-ordinating and contributing to the formulation of service, statutory or partnership plans. • Contributing to decisions on strategic direction. 	<ul style="list-style-type: none"> • Longer-term issues are identified. • Services are effectively delivered.
<ul style="list-style-type: none"> • Providing project management to support the delivery of specific programmes. 	<ul style="list-style-type: none"> • Programme objectives are achieved within the specified time and budget.
<p>Negotiating in a technical and political, or multi-agency, environment.</p>	<ul style="list-style-type: none"> • Effective service delivery.
<ul style="list-style-type: none"> • Providing, on behalf of the Council, expert professional advice on issues, in respect of all the services controlled. • Identifying and managing reputation and service risks. • Acting as expert witness on behalf of the Council. 	<ul style="list-style-type: none"> • Professional corporate advice is provided. • External trends and developments, from the Council's perspective, are understood. • The Service is aware of implications, risks and benefits. • Effective relationships exist with the customer-base.
<ul style="list-style-type: none"> • Monitoring and reporting on policy implementation determining compliance of Service policies and legal requirements on situations with major implications for the Council. 	<ul style="list-style-type: none"> • Compliance is achieved. • Risks are managed.
<ul style="list-style-type: none"> • Providing reports for the Service and key external Bodies on the interpretation of issues impacting on the various services and the Council. 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Contributing significantly to the formulation of the plans and policies of the service, with an impact on the Service and in the wider environment. Providing a creative approach to the design / improvement of the service. 	<ul style="list-style-type: none"> • Policies and procedures are robust and fit for purpose. • Contribution is made to the Service' strategic direction. • Service is improved, to meet statutory obligations and external circumstances.
<ul style="list-style-type: none"> • Monitoring service delivery and making recommendations on improvements to existing procedures. 	<ul style="list-style-type: none"> • Service standards are improved. • Customer expectations are met or exceeded. • Improvement plans are put forward for action.

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"> • Recommending and managing allocated resources to deliver service objectives with responsibility for project or specified service delivery and associated budgets and resources • Using specialist expert knowledge, contributing to the use and allocation of resources. 	<ul style="list-style-type: none"> • Objectives are achieved to the required professional and regulatory standards. • Targets are met or exceeded. • Customers are satisfied with the service delivery.
<ul style="list-style-type: none"> • Identifying, securing, deploying, monitoring and reviewing the resources necessary for the service area to meet/exceed its objectives. • Exploring options to access funding / resources. 	<ul style="list-style-type: none"> • Resources are specified. • Adequate resources are secured. • Improved value-for-money. • Service improvements are achieved within the available budget. • 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
<ul style="list-style-type: none"> • Representing the Service internally and externally with authority to act on its behalf. • Communicating Service objectives. • Designing, influencing and negotiating shared objectives, operating processes and standards within service area. 	<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 Services reputation is maintained or enhanced.
<ul style="list-style-type: none"> • Communicating objectives and influencing opinions. • Undertaking joint working with partners; identifying and accessing funding; negotiating and influencing to adopt solutions or develop policies. 	<ul style="list-style-type: none"> • The Services reputation is maintained and promoted. • Lobbying and influencing is effective. • Outcomes are beneficial.
<ul style="list-style-type: none"> • Leading on external accreditation and inspection. • Ensuring effective feedback and complaints procedures and identifying options for action. • Respecting other organisations' cultures and standards so the partnership is facilitated/ encouraged. 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Professional and management qualifications or equivalent. • Project management experience and associated skills. • Proven track record 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. • Organisational/planning skills. • Professional skills relevant to the programme area. • 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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