

**OS18ii**

**Organisational Support**

## Role Profile Description

<b>Date</b>	January 2015
<b>Purpose</b>	To take overall responsibility for planning, control, leadership and delivery of strategic planning, transitional changes, reorganisations, projects or specialist developments in several organisational support service areas or cross directorate to meet the agreed objectives of the business and Council.

### Your responsibilities:

<b>Leadership (Self and Team)</b>	
<b>Accountable For</b>	<b>End Result</b>
<ul style="list-style-type: none"> <li>Analysing and evaluating the work of team (s)</li> <li>Leading, motivating and developing others.</li> <li>Managing a team, if required sometimes through Matrix management.</li> <li>Identifying skills and people resource requirements where necessary to deliver service objectives.</li> <li>Acting as specialist and provide intelligence, advice and guidance to Members, senior managers and employees of the Council.</li> <li>Working pro-actively with very high-level internal and external contacts, including directors, elected Members, and equivalent levels in external Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Informs strategy, policy and procedures.</li> <li>Effective services and service delivery.</li> <li>People are well motivated and capable.</li> <li>There is a positive motivational climate.</li> <li>Performance objectives are achieved.</li> <li>HR policies and procedures are met.</li> <li>An effective workforce is developed.</li> <li>Team working is effective.</li> </ul>
<b>Competency measurements</b>	
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.	

<b>Making things happen / Delivering results</b>	
<b>Accountable For</b>	<b>End Result</b>
<ul style="list-style-type: none"> <li>Formulating, proposing and gaining approval for longer-term and annual business plans and budgets for the services.</li> <li>Leading the co-ordinated strategic planning for the services / projects.</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/ functions.</li> </ul>

<ul style="list-style-type: none"> <li>• Planning for business continuity / emergency planning for specified services.</li> </ul>	<ul style="list-style-type: none"> <li>• A longer-term co-ordinated scenario is set out for all the services.</li> <li>• Strategic policies are set.</li> <li>• Change is effectively managed.</li> <li>• Values for money services are improved.</li> <li>• Essential services are safeguarded.</li> </ul>
<ul style="list-style-type: none"> <li>• Providing, on behalf of the Council, expert professional advice on major issues, in respect of all the services controlled.</li> <li>• Acting as an expert witness or advocate on behalf of the Council.</li> <li>• Establishing services' procedures.</li> <li>• Explaining and defending key decisions.</li> <li>• Providing advice, support and discussion, involving complex issues and substantial outcomes; influencing others to adopt recommendation.</li> <li>• Ensuring co-ordinated delivery of the services controlled.</li> <li>• Identifying and managing high level reputation and service risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Professional corporate advice is provided.</li> <li>• External trends and developments, from the Council's perspective, are understood.</li> <li>• The Council is aware of implications, risks and benefits.</li> <li>• Effective relationships exist with the customer-base.</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>• Developing strategies to ensure resilience against unforeseen / unplanned events.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are taken on situations with major implications.</li> <li>• Compliance is achieved.</li> <li>• Risks are managed.</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>
<p><b>Competency measurements</b></p>	
<p>Make complex and tough decisions, develop and implement influencing approaches.</p>	

<p><b>Service Improvement and innovation</b></p>	
<p><b>Accountable For</b></p>	<p><b>End Result</b></p>
<ul style="list-style-type: none"> <li>• Ensuring the development of strategies/policies and procedures for the services and monitoring and controlling their implementation.</li> <li>• Proposing plans and strategies/policies for the Council, with an impact on the Council and in the wider environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Services' policies and standards are set.</li> <li>• Policies are adhered to.</li> <li>• There is contribution to Council policies.</li> <li>• External changes are taken into account.</li> </ul>
<ul style="list-style-type: none"> <li>• Providing authoritative opinion and directly contributing to the strategic development of own service.</li> <li>• Providing a creative approach to the design/ improvement of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise and resources are identified and used effectively, to meet service requirements.</li> <li>• Improved quality of service and efficiency.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Identify opportunities for business success and focus on making a difference.</p>	

<p><b>Managing resources</b></p>	
<p><b>Accountable For</b></p>	<p><b>End Result</b></p>
<ul style="list-style-type: none"> <li>• Contributing to the development and proposals of budgets, plans and resourcing for own services.</li> <li>• Overall services' or project delivery, with responsibility for planning, expenditure and</li> </ul>	<ul style="list-style-type: none"> <li>• Objectives are achieved to the required professional and regulatory standards.</li> <li>• Targets are met or exceeded.</li> <li>• Customers are satisfied with the service delivery.</li> </ul>

<p>securing and controlling or substantially influencing very high value budgets or very high value resources.</p> <ul style="list-style-type: none"> <li>• Recommending and managing allocated resources to deliver service objectives.</li> <li>• Using specialist expert knowledge, identify the use and allocation of resources.</li> </ul>	
<ul style="list-style-type: none"> <li>• Identifying, securing and deploying the resources necessary for the services to meet their objectives.</li> <li>• Exploring options to access funding / resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources are specified.</li> <li>• Adequate resources are secured and deployed.</li> <li>• Improved value for money.</li> <li>• Service improvements are achieved within budget.</li> <li>• Assets are controlled and managed.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Anticipate and prepare for future needs using resources effectively and respond to demands of changing priorities and needs.</p>	

<p><b>Customer and Community focused</b></p>	
<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>• Maintaining effective relationships with stakeholders including elected Members, the media and government departments.</li> <li>• Identifying and pursuing opportunities for partnership working.</li> </ul>	<ul style="list-style-type: none"> <li>• The partnership approach is integrated into operational delivery.</li> <li>• Shared aims and objectives exist.</li> <li>• Service delivery is improved.</li> <li>• Effective working relationships are achieved.</li> <li>• The Council's reputation is maintained or enhanced.</li> </ul>
<ul style="list-style-type: none"> <li>• Leading the designing, influencing and negotiating shared objectives, operating processes and standards.</li> <li>• Ensuring the provision of expert professional advice and support to Council services and external parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Shared aims and objectives exist.</li> <li>• Outcomes are improved.</li> <li>• Service delivery is improved.</li> <li>• There are effective and good working relationships with stakeholders and elected Members.</li> <li>• The Council's reputation is maintained or enhanced.</li> </ul>
<p><b>Competency measurements</b></p>	
<p>Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.</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 project management experience and associated skills in co-ordinating different areas.</li> <li>• Proven track record as a manager and expert in integrating more than one relevant professional discipline.</li> <li>• Knowledge Health and Safety and related procedures and policies and how they apply to the work area.</li> <li>• People management skills.</li> <li>• Full understanding of the services' areas and the business and context within which they operate.</li> <li>• Organisational/planning skills.</li> <li>• Professional skills relevant to the service areas</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>

## 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).