JOB DESCRIPTION

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| **Post Title:** Head of Tourism and Leisure Strategy | **Director/Service/Sector –** HR/OD & Deputy Chief Executive | **Office Use** |
| **Grade:** 13 | **Workplace: County Hall** | JE ref: Z180HRMS ref: |
| **Responsible to:** Executive Director of HR/OD & Deputy Chief Executive | **Date:**May 2018 | **Lead & Man Induction:** |
| **Job Purpose:** 1. Responsible for the leadership, management and development of tourism and leisure strategy for the Council so that the county’s tourism and leisure infrastructure is supported and local people and visitors to the County have opportunities to participate in activities that make a difference to their economic prospects, well-being and health.
2. Act as the Council’s Commissioning Lead for Tourism and Leisure services across Northumberland.
3. Ensure that robust management of contracts and service level agreements for all services and programmes of activity delivered by third parties across these functions is in place, setting out and ensuring that financial and performance targets, objectives and outcomes are met so that value for money and customer focus is achieved.
4. Provide leadership, management and professional advice on all relevant issues relating to your areas of responsibility to members, senior officers and others as appropriate.
5. Ensure that the functions and programmes of activity relating to your areas of responsibility fully support the delivery of the wider aspirations of the Council, enhancing quality of life and delivering social and economic benefits, leading the design and delivery of major funding applications within your areas of responsibility to make this happen.
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| **Resources** | Staff | Leads and manages a team of professional support staff, as well as volunteers and partners providing front line and or back office services.  |
| Finance | Effectively manages revenue budgets for the functions relating to this post plus service contracts and service level agreements (SLAs) with contractors and clients (up to £5million). Effective development and management of funding applications is also required (some will be in excess of 500k).  |
| Physical | Responsible through contract management for the overall health and safety and operation of numerous buildings and facilities (circa 50) across the county used by the public and staff including leisure centres and tourism/customer service areas Designs, maintains and operates programme and project management systems and other key corporate systems.  |
| Clients | Ensures compliance with relevant legislation, council policies and procedures including overseeing the procedures in place to manage records which include personal information. Leads, develops and oversees corporate programmes and frontline services to ensure that the public’s access to frontline services has a significant economic and well being impact on all services, service users, local people and visitors to Northumberland. This includes clients such as school children. |
| **Duties and key result areas:** 1. To set the direction for and oversee the strategy and commissioning of specific functions for the Council spanning tourism and leisure services. This includes:* Development of the Council’s Tourism and Leisure strategy in conjunction with key stakeholders
* the management of third party delivery arrangements (e.g. Active Northumberland, Northumberland Tourism service level agreements) and other third parties.
* identifying and securing funding and delivering major projects to support the growth of tourism and leisure activity within the county.
* developing and managing the delivery of programmes of activity across different sectors (private, public, voluntary and community) and local, regional and national organisations to achieve specific corporate and partnership objectives..

2. To act as the Council’s Commissioning Lead. This includes:* Management of contractual arrangements and agreed key performance indicators for contracts across the county for both tourism and leisure
* acting as policy lead for the Council in this area so that innovation occurs and tourism and leisure services are inspiring, useful, attractive and up to date through ‘horizon scanning’ to ensure that Northumberland is aware of and responds to developments at national, local and regional level.
* leading strategic planning development and delivery so that tourism and leisure support local people, communities and visitors across the county, contributing to economic growth and social well-being in the process.
* establishing proactive partnerships arrangement which support, enable and inspire local communities to effectively mobilise and support the delivery of leisure and tourism services, activities and events, taking advantage of funding opportunities and national initiatives, where appropriate. This includes for example working with local partners and bodies such as Visit England and Sport England.

3. To act as the Council’s lead on tourism and leisure. This includes:* ensuring that comprehensive and efficient strategies and plans are in place and being delivered against to achieve key objectives within the county.
* leading planning development and delivery so that tourism and leisure support local people and communities across the county, contributing to economic growth, social well-being and health in the process.
* ensuring that any standards and expectations set out in legislation and via guidance from governing bodies / stakeholders are met. This includes the logistics associated with major events / mass participation.
* establishing proactive partnership arrangements which support, enable and inspire coordination across organisations to effectively spot opportunities, mobilise and take advantage of funding and national and regional initiatives that support the delivery of tourism and leisure services, activities and events, encourage local community development and growth of talent in relevant sectors. This includes bodies such as the Sport England and the National Lottery.

4. To design and lead the delivery of programmes of work to support the delivery of countywide tourism and leisure strategies. This will include overseeing programmes of activity which span funding applications to external organisations, project management governance and delivery arrangements, sector-wide training and development, and effective peer and partnership working so that agreed efficiencies and shared objectives are achieved in a timely and transparent manner. 1. Put in place strong partnership arrangements, collaboration and joint working, maintaining and continuously improving relationships with colleagues, stakeholders, delivery partners, external contractors, suppliers and others as appropriate. This includes supporting and encouraging grassroots, community and voluntary sector activity.
2. Either directly or through contracts / service level agreements with other organisations, deliver high performing, value for money services that compare favourably with relevant benchmarking standards and deliver against Service and corporate objectives. This includes:
* managing and directing resources effectively.
* formulating, securing buy in for and overseeing the achievement of performance and business plans.
* ensuring that performance targets and the deadlines associated with the delivery of key development projects for the Council are always met (as set out in the Service Plan).
* proactively demonstrating continuous improvement across the functions you are responsible for.
* communicating, establishing and implementing robust monitoring mechanisms, monitoring compliance and taking action where necessary to ensure that all relevant strategic and relevant government guidance and corporate regulations, plans, policies, standards and requirements are complied with and met.
* proactively seeking out information and intelligence about customer needs, expectations, and levels of satisfaction and taking action to ensure that we understand, listen and respond.
* ensuring that any contractual arrangements / service level agreements in place result in high quality delivery and value for money.
* fostering a culture of performance management and continuous improvement within the teams the postholder is responsible for.

7. To proactively lead and manage professional, technical and support staff who deliver or commission services on a day-to-day basis, ensuring that high quality management and governance arrangements are in place and a learning and development culture is promoted via:* recruitment, selection, induction, discipline, training and development of staff within your service team.
* supervision, delegation, guidance, quality standards, forward planning.
* motivation of teams and individuals by providing clear direction and communication.
* ensuring that employees at all levels understand how their roles contribute to the overall direction and success of the Council and ethos of organisational development.
* performance management, appraisal, objective and target setting, talent management and succession planning.
* instilling a culture of customer care and engagement across the specific areas of the Service that the postholder has responsibility for.

8. To ensure that robust financial and resource management arrangements are in place across your area of responsibility through overseeing monitoring and reporting arrangements for any delegated arrangements; being fully accountable for effective spend / income generation against established targets; and maintaining systems for compliance with financial regulations. This includes:* effectively managing capital and revenue budgets, reporting on forecasted spend and taking action where needed to meet required targets.
* identifying and achieving significant savings
* ensuring that costs do not exceed benchmarking standards
* progressing value for money improvements that are innovative and meet changing customer expectations e.g. through process reengineering, increased income generation, renegotiated contracts / commissioning, doing things in different ways.
* effectively deploying / utilising resources to ensure the effective operation of day to day services and the achievement of Service Plan objectives and performance targets.

9. To provide professional advice to and develop strong working relationships with elected members, executive and service directors, heads of service and other stakeholders as required on all matters of strategy and policy, relating to tourism and leisure services.10. To actively promote and represent the interests of the Council, and where appropriate, the Service, at local, regional and national level participating in relevant programmes, showcasing good practice and contributing to exchange networks.11. As an integral member of the Management Team, to lead and fully participate in the planning and management processes for the Service, Directorate and Council as a whole, making an effective contribution across the Authority and, where appropriate, organisational boundaries.The duties and responsibilities highlighted in this job description are indicative and may vary over time. Post-holders are expected to undertake other reasonable duties and responsibilities relevant to the nature, level and extent of the post and the grade has been established on this basis. |
| **Work Arrangements** |
| Transport requirements:Working patterns:Working conditions: | Involves travel to facilities, area offices and venues throughout the county and further a field on occasion.Is likely to include evenings and weekends given the nature of the role, particularly with respect to emergency or critical situations, which mean that responsibilities may span 7 days a week.Predominantly office based but with some exposure to working outdoors. |

Northumberland County Council

**PERSON SPECIFICATION**

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| **Post Title:**  Head of Tourism and Leisure Strategy | **Sector:** Directorate of HR/OD | Ref: Z180 |
| Essential | Desirable | **Assess by** |
| Degree level qualifications and professional qualifications or equivalent standard in a relevant subject.Recent and relevant post qualification training, additional qualifications and/or evidence of continuing professional development including management development.In-depth knowledge of professional theory, practice and procedures, and contemporary issues in relation to the role.Understands the diverse functions of a large complex public sector organisation, and its cross cutting issues and challenges. In-depth knowledge of professional responsibilities associated with statutory functions and associated information handling.Commercially aware and understands the relationship between costs, quality, customer care and corporate performance assessments.Understanding of relevant legislation and requirements such as corporate manslaughter, health & safety, procurement, equalities and diversity, risk management etc. | Relevant post-graduate masters degree e.g. MBA, DMS | (a), (i), (t), (p) |
| **Experience** |
| Recent significant post-qualification experience in a relevant context.An evidenced track record of successful management and achievement of objectives in an organisation of comparable scope and complexity and of fulfilling statutory obligations.A demonstrable track record of leading and managing frontline services and teams and delivering outcomes that require collaborative approaches both within the organisation and with external partners.A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders in the public, private and voluntary sectors.Substantial experience and demonstrable success in managing change and of securing the support of others in the process.Experience and a proven track record in the formulation and delivery of strategies and policies within an organisation of comparable scope and complexity.Experience in managing projects and programmes to successfully achieve objectives including high profile activities that involve significant logistical mobilisation.Demonstrable evidence of providing visible, empowering and motivational leadership and fostering a positive organisational culture.An evidenced track record of effective financial and resource management within a comparable organisation, including income generation / successful funding applications, achieving value for money, identifying and achieving efficiency savings, effective supplier and contract management, effective deployment of staffing resources to achieve performance targets. | Knowledge of local government corporate management systems.Experience of a range of strategic management functions.Implementing alternative service delivery models to achieve value for money. | (a), (i), (r) |
| **Skills and competencies** |
| Strong management and leadership skills including change management skills, with the ability to challenge, win hearts and minds, and motivate others to deliver change.Personal effectiveness and judgement, takes the initiative, risk aware and able to work with autonomy.Effective forward planning, project management, performance management and policy skills in area of responsibility.Excellent written and oral communication skills; ability to use IT; presents and communicates information appropriately for different audiences; effectively shares / disseminates acquired knowledge.Ability to develop projects and ideas based on sound reasoning and logic, draw appropriate conclusions and present these to an audience; this includes complex information and business statistics.Excellent negotiation and influencing skills, able to persuade others to alternative points of view.Customer oriented, with well developed networking and partnership skills, able to build relationships with a range of stakeholders.Active and effective advocate for the service both within the council and externally.Financial and commercial awareness and effective budgeting and financial management skills.Ability to maintain a clear overview of the issues affecting the Council in general and the service in particular.Ability to propose, develop and implement effective strategies and plans in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions.Ability to command respect, trust and confidence of colleagues, Council Members and other stakeholders.High level of professionalism, tact and diplomacy in difficult situations.Ability to make decisions, allocate resources and direct activity at times of crisis or high intensity. |  | (r), (t), (p) |
| **Physical, mental and emotional demands** |
| Normally works from a seated position but with regular need to walk, bend or carry items.Need to maintain general awareness with some lengthy periods of enhanced concentration.Regular contact with partners / stakeholder in negotiation with the Council; some contact with public/customers in dispute.Some exposure to working outdoors and outside normal office hours as necessary. |  |  |
| **Motivation** |
| A proactive corporate orientation and a commitment to tackling issues in a non-departmental mannerSelf-reliant, able to exercise discretion and possessing the ability to manage time effectively.Models and encourages high standards of reliability, honesty, integrity, openness and respect for others.Actively helps managers and staff create a positive work culture, in which diverse, individual contributions and perspectives are valued.Resilient, proactive, self motivated, and achievement orientated.Works with minimal direct supervision.Personality, conduct and credibility that engages and commands the confidence of colleagues, Council Members and other stakeholders. |  | (i), (r), (t) |
| **Other** |
|  The ability to drive and, as necessary, work unsocial working hours. Ability to meet the transport requirements of the post. |  | (a) |

Key to assessment methods; (a) application form, (i) interview, (r) references, (t) ability tests (q) personality questionnaire (g) assessed group work, (p) presentation, (o) others e.g. case studies/visits