

NORTHUMBERLAND COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Corporate, HR/OD and People Services
SERVICE:	Policy, Performance and Transformation
JOB TITLE:	Head of Policy, Performance and Transformation
GRADE:	Band 13
RESPONSIBLE TO:	Deputy Chief Executive(s)
RESPONSIBLE FOR:	Policy, Performance and Transformation
Service/ Functions:	All aspects of Policy, Performance and Transformation
Employees:	Circa 30
Budget:	tbc
Other Resources	

JOB PURPOSE:

To provide strategic leadership, professional and technical advice on all Policy, Performance and Transformation related issues for Northumberland County Council.

To act as Programme Lead for the Council's Transformation Programme.

To provide effective leadership, co-ordination and management of all operational Policy, Performance and Transformation work taking place within and across Northumberland County Council.

To make a positive and effective contribution to the overall management of the Council.

KEY FUNCTIONAL RESPONSIBILITIES:

To be accountable for the operational effectiveness, performance quality and delivery of Policy, Performance and Transformation across Northumberland County Council.

To be responsible for the strategic development and delivery of the Council's Transformation Strategy.

To act as the Programme lead supporting the Council's strategy to deliver high quality services across Northumberland in line with the Council's Strategic priorities.

PRINCIPAL ACCOUNTABILITIES

1. Provide management and professional advice to the Executive Team on all matters of strategy and policy relating to Policy, Performance and Transformation. Ensure that all relevant strategic plans, policies and statutory requirements are effectively developed and implemented. and reviewed.
2. Ensure the provision of timely and accurate advice and information on the development and review of policies and strategies related to Policy, Performance and Transformation.
3. Determine the most effective utilisation and deployment of resources (Human, Physical and Financial) within Policy, Performance and Transformation in order to implement the Council's priorities and statutory responsibilities within allocated budgets in an imaginative and innovative way.
4. Ensure the provision of robust mechanisms for establishing and monitoring the standard and effectiveness of Policy, Performance and Transformation related strategies, policies and practices.
5. Establish and maintain effective management and communication systems and processes within Policy, Performance and Transformation and, in conjunction with senior colleagues, ensure that employees at all levels are fully aware of their respective roles, functions and responsibilities and changes to legislation or Council policies.
6. Provide leadership and direction to managers and staff within Policy, Performance and Transformation so as to promote performance management initiatives and systems. Promote the support and development of staff through appraisal, training and development programmes. Promote and maintain a positive relationship with all employees and their respective trade unions in the interests of developing a climate of harmonious and constructive employee relations.
7. Actively promote the role of the Council in relation to Policy, Performance and Transformation activities and policies at local, regional and national level as appropriate.
8. Ensure effective joint working and planning with all relevant external agencies, so as to maximise the Council's role, function and influence in relation to all aspects of Policy, Performance and Transformation across Northumberland.
9. As a Member of the Council's Senior Management Team, fully participate in the corporate planning and management of the Services. Ensure full compliance with corporate policies and processes by management and staff within Policy, Performance and Transformation and actively promote and encourage the adoption of Council policies and initiatives.
10. Promote good relations with all other Departments and Services of the Council with a view to achieving the most effective performance of its functions to achieve a co-ordinated approach to the development and provision of Policy, Performance and Transformation.
11. Any other duties consistent with the nature, level and grade of the post as may be assigned by the Executive Director.

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PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners

- work collaboratively across services and departments to deliver corporate excellence
- work collaboratively with external partners to deliver excellent service
- seek opportunities for partnership working at a local, regional, national
- clarify expectations, objectives and working arrangements of partnerships
- contribute effectively to multi-partner projects

Serving our Community

- promote the Corporate Plan
- seek and act on feedback from the community
- influence Service and Corporate plans to reflect community needs
- develop, deliver and improve access to services based on an awareness and understanding of the diverse community
- promote equality of opportunity in service delivery

Working within the Political Arena

- understand and actively support the role of Councillors
- understand and actively support the democratic process within Northumberland Council
- recognise the impact of Government and legislation on Council strategy and services
- consult, support and keep Councillors informed

Delivering Excellence

- understand how corporate performance is measured
- monitor and evaluate services in relation to objectives and performance indicators
- establish a culture that embraces the agreed Vision and Values
- be positive ambassadors for the organisation
- contribute to strengthening corporate leadership capacity
- identify opportunities where organisational performance could be improved

Focusing on the Future

- scan the external environment, look ahead, assess strategic options and develop the Council in the medium and long term
- lead the development and implementation of corporate policy at a strategic level
- challenge what we do and how we do it
- influence relevant national and regional organisations and partners
- connect plans, policies, strategies and services to provide consistent service delivery
- generate innovative ideas
- translate strategy into action
- consider the implications of decisions across the Council and act in the overall interests of Council performance

Building Shared Vision and Values

- scan the internal environment and engage employees in compelling visions of the future
- create an environment in which a culture embracing Vision and Values can thrive
- involve all stakeholders in building a vision for the future
- have a clear picture of the direction the organisation is taking and communicate it with insight, energy and vision
- translate the Council's vision into practical and achievable plans

Strengthening Corporate Leadership Capacity

- continuously develop the political leadership and managerial interface
- operate with others as a cohesive senior managerial team
- create time with staff and other managers for discussion about their development rather than fire-fighting
- coach and mentor staff and other managers
- lead, delegate and empower others at a strategic level
- identify and develop potential senior managerial successors

Promoting and Facilitating Change

- critically evaluate the reasons that prompt change and take appropriate action
- proactively steer internal change
- proactively manage the exchange of information between the public and the organisation
- consider the resource implications of change
- anticipate and respond to emotional and morale issues brought about by change
- monitor and evaluate the change process to ensure aims are met

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PART C: HEAD OF SERVICE PERSON SPECIFICATION

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Qualifications

- Evidence of recent relevant management/leadership training
- Masters level degree within a relevant subject or an equivalent portfolio of experience
- Evidence of recent relevant Continuous Professional Development

Experience

- Thorough knowledge and understanding of relevant service legislation, best practice and contemporary issues.
- Recent experience and achievement at a senior management level within an organisation of comparable scope and complexity.
- Experience of successful strategic management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation.
- A demonstrable track record of leading transformational change and managing multi-disciplinary teams and delivering outcomes that require collaborative approaches both within the organisation and with external partners.
- Extensive experience and demonstrable success in the generation and management of organisational and cultural change and of securing the support of others in the process.
- Experience of financial and performance management within a comparable organisation.
- A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders.

Knowledge and Skills

- Knowledge of standards and best practice in relation to Policy, Performance and Transformation
- Strong analytical skills and an aptitude for developing innovative solutions to complex problems.
- Excellent interpersonal and communication skills to relate effectively to, and command the respect trust and confidence of employees, Council Members, the community and other stakeholders.
- IT skills and awareness.

Motivation

- Confident leader with a vision for services with high levels of energy, stamina and resilience.
- Fully committed to the principles and values underpinning the unitary Council

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