

NORTHUMBERLAND COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Business Development and Communities
SERVICE:	Innovation and Improvement
JOB TITLE:	Head of Review & Improvement
GRADE:	Band 13
RESPONSIBLE TO:	Service Director, Innovation & Improvement
RESPONSIBLE FOR:	Service Review
Service/ Functions:	Service Review
Employees:	4fte plus matrix management of external consultants and seconded staff up to approximately 10fte.
Budget:	Circa £250,000 plus budget management of reviews which may include service funded external consultancy support
Other Resources	

JOB PURPOSE:

The Head of Service Review will lead the design and delivery of an innovative, transformative and fast paced review programme which addresses identified member priorities for service review and builds a culture of innovation and improvement within the Council. They will lead on proposals to Executive Team and Cabinet and be accountable for the delivery of continuous improvement, efficiencies and new service models identified through the programme. They will work with the Improvement and Innovation project management team and performance teams to ensure projects and programmes are tracked and delivered.

The postholder will ensure that the overall programme is defined and composite elements are delivered to time and to budget. They will also lead workstreams and matrix manage seconded staff and external consultants to deliver service reviews and programme workstreams which make a demonstrable difference to residents and customers.

They will provide specialist capability, strategic direction and positive leadership for the Council's improvement agenda. They will be influential in shaping the future direction of the Council, supporting and challenging colleague performance. They will identify service improvements, efficiencies and opportunities to address corporate priorities through innovation, technology and transformational solutions.

Given the level of responsibility of this service review programme the postholder will operate at a senior level within the Council. In practice this means regular direct engagement with the Executive Team, Directors, the Leader and Cabinet Members.

KEY FUNCTIONAL RESPONSIBILITIES:

To be accountable for the operational effectiveness of Northumberland County Council's service review function.

To be responsible for the strategic development and delivery of the Council's programme of service reviews.

To act as the lead for the Council's programme of service reviews which will support the delivery of 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 priorities for service review.
2. Ensure the provision of timely and accurate advice and information the progress and outcomes of service reviews.
3. Determine the most effective utilisation and deployment of resources (Human, Physical and Financial) within the Service Review function 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 delivery of service reviews.
5. Establish and maintain effective management and communication systems and processes within the service review function, 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 the service review function 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 service review activities and policies at local, regional and national level as appropriate.

8. Ensure effective joint working and planning with all relevant external agencies, as appropriate and relevant on specific service reviews, so as to maximise the Council's role, function and influence.
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 the Service Review function 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 service review activity.
11. Any other duties consistent with the nature, level and grade of the post as may be assigned by the Executive Director.

NORTHUMBERLAND COUNCIL

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
<ul style="list-style-type: none">▪ 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
<ul style="list-style-type: none">▪ 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
<ul style="list-style-type: none">▪ 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

NORTHUMBERLAND COUNCIL

PART C: HEAD OF SERVICE PERSON SPECIFICATION

GROUP:	Business Development and Communities
SERVICE:	Innovation & Improvement
JOB TITLE:	Head of Service Review
GRADE:	Band 13

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

- Experience of working successfully with elected members, partners and key stakeholders including residents, businesses, communities, and other public services to deliver transformational change
- 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

- Understanding of the requirements of leading change in a political environment and how to gain the best outcomes in that context
- Understanding of the workings of local government including the financial, legal and political context
- Knowledge of standards and best practice in relation to service review and project management.
- 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 Council's principles and values

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.