



REPORT TO: EMPLOYMENT PANEL

Public

Date of Meeting: 25th August 2009

Title: TRANSFORMATION PROGRAMME: RESTRUCTURE - DRAFT
JOB DESCRIPTIONS AND PERSON SPECIFICATIONS FOR THE
POSTS IN THE NEW STRATEGIC MANAGEMENT TEAM

Report of: Town Clerk & Chief Executive

Report reference: CE 21/09

Summary:

Attached to the report are draft Job Descriptions and Person Specifications for the posts of two Strategic Directors and the six Assistant Directors

Recommendations:

That the Employment Panel give their views on the roles and responsibilities for the postholders in the new Strategic Management Team, which are contained in the draft Job Descriptions.

Contact Officer: Maggie Mooney

Ext: 7001

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1.0 INTRODUCTION

- 1.1 A copy of the new Strategic Management structure is attached (Appendix 1). The structure was approved by full Council on the 14th July 2009.
- 1.2 Also attached are draft Job Descriptions and Person Specifications for the two Strategic Directors and the six Assistant Directors who will be part of the new Strategic Management team (Appendix 2)

2.0 THE NEW POSTS

- 2.1 The process of drawing up the job descriptions for the new posts has been carried out by the TCCE in close collaboration with North West Employers. NWEО, who have worked with the Council on the restructure proposals, and have looked at similar posts in other Councils, together with best and up to date practice used across the public sector. In addition the TCCE has had a number of discussions with other District Councils' CEOs outside Cumbria who have recently gone through major restructures and they have shared their job descriptions for their new posts, which have been at a similar level of responsibilities as those of the Strategic Directors and Assistant Directors.
- 2.2 NWEО has carried out a job evaluation of the salaries of the Strategic Directors, Deputy Chief Executive and the Assistant Directors. The salaries identified for each of the posts have been carefully analysed and it is felt that a good balance has been struck between the affordability for the City Council and the salary level needed to attract good candidates.

**CARLISLE CITY COUNCIL
JOB DESCRIPTION
STRATEGIC DIRECTOR**

POST: STRATEGIC DIRECTOR
POST NO: ****
GRADE: JNC FOR CHIEF OFFICERS - £65,454 - £72,000
ACCOUNTABLE TO: TOWN CLERK & CHIEF EXECUTIVE
ACCOUNTABLE FOR: ASSISTANT DIRECTORS AND ALL STAFF IN
ALLOCATED DIRECTORATES

PURPOSE OF THE ROLE

To play a leading role in developing and achieving transformation and cultural change in the delivery and continuous improvement of services to all the communities across Carlisle.

PRINCIPAL ACCOUNTABILITIES

- 1) To support the Chief Executive in the corporate and strategic leadership of the Council as a member of the Strategic Management Team.
- 2) To work in partnership with the Chief Executive and Elected Members to provide corporate leadership, vision and strategic leadership of the Council, encourage joined up working across the Council and lead by example.
- 3) To work with the Town Clerk & Chief Executive and Elected Members to develop and maintain a strategic vision and key priorities for the Council and to determine the City Council's contribution to the Community Strategy, together with sub-regional and regional strategies.
- 4) To develop and implement appropriate strategies, policies and plans to ensure that the Council achieves its vision and priorities
- 5) To have a strategic overview of a range of Directorates to be determined, from time to time by the Town Clerk & Chief Executive
- 6) To develop close and effective working relationships with the Executive, Portfolio Holders, the Overview & Scrutiny Panels, other Committees and the political group leaders to ensure that all Members receive appropriate advice and support to help them perform their roles effectively
- 7) To promote a positive organisational culture and values, encourage innovation, creativity and best practice across the Council and recognise and celebrate success.

- 8) To ensure that all staff are valued, their potential is maximised and promote diversity and equality of opportunity and eliminate silo thinking.
 - 9) To lead and support the Assistant Directors and to work with them in identifying and developing cross-cutting initiatives across all services
 - 10) To take a lead role on particular projects and issues of significance to the Council
 - 11) To ensure that internal and external communications are consistent and effectively managed
 - 12) To represent the City Council, act as an advocate and ambassador for Carlisle in all external relationships and work closely with all partners including the County Council and the District Councils
 - 13) To demonstrate a high commitment to customer care by ensuring regular communication, visibility and feedback to service users and front line staff and taking lead responsibility in the respective Directorate to ensure complaints are dealt with systematically and used to drive improvement
- One of the two Strategic Directors will be designated 'Deputy Chief Executive' and in addition to the roles outlined in 1-13 above the role of the Deputy Chief Executive will include:
 - (i) Deputising for the Town Clerk & Chief Executive
 - (ii) Deputising when necessary, in the civic responsibilities of the Town Clerk's role

The salary for the post of Deputy Chief Executive is £74,545 - £82,000

KEY RESULT AREAS FOR THE STRATEGIC DIRECTORS AND THE DEPUTY CHIEF EXECUTIVE:

- Ensuring high quality service provision
- Ensuring significant efficiency savings
- Providing leadership and leading by example
- Managing performance

Person Specification		Measured by:
<ul style="list-style-type: none"> Qualifications/ Knowledge 	<p>Essential</p> <ul style="list-style-type: none"> Educated to degree level or equivalent A track record of commitment to continuing professional development 	<p>Application Form</p> <p>Application Form/ Selection Process</p>
<ul style="list-style-type: none"> Technical Expertise/Experience 	<p>Essential</p> <ul style="list-style-type: none"> At least 3 years experience at Senior Manager level of team/service management, including experience of managing people from different professional and personal backgrounds Considerable experience of using performance management tools to deliver service excellence Extensive experience of project leadership in cross cutting areas, with a track record of successful delivery Significant experience of leading major change initiatives with a track record of successful delivery At least 3 years experience in local government or similar sector, dealing with complex political and community issues At least 3 years experience of managing in a political environment Extensive experience of leading on partnerships/collaborative working 	<p>All measured by Application Form/Selection Process</p>

Essential Competencies

(All measured via application form and selection process)

Strong, Dynamic and Inspirational Leadership

- To project an imaginative view of the future and provide strategic direction that unites the team
- To demonstrate the ability to work with and value people at all levels
- To provide experience and evidence of working effectively in a complex multi-disciplinary environment and coping with changing priorities and pressures
- To demonstrate a logical, structured and innovative approach to policy development/problem solving
- Champions corporate working/initiatives
- Politically sensitive and aware
- Embraces and manages change sensitively and skilfully
- Thinks and acts strategically
- Promotes and demonstrates teamwork
- Ability to manage difficult and potentially high risk issues
- Leads by example and reflects the City Council's values
- Ability to adopt a range of leadership styles appropriate to the situation
- Ability to provide leadership and vision in a wider community context, ensuring that the Council fulfils its role as Community Leader

Strategic Focus

- In-depth knowledge and understanding of local government including the key issues and challenges facing it.
- Ability to develop strategic responses to national and local issues, ensuring the capacity of the Council to lead rather than react to events.
- Works with others to develop the Council's strategic vision and priorities including its contribution to the Community Strategy.
- Ability to deal with competing and conflicting priorities.
- Communicates the vision and priorities to all staff, helping them to focus on how they can contribute.
- Aligns day to day activities with the strategic vision and priorities of the City Council
- Makes effective linkages between Council strategies and with other statutory and local plans.
- Takes a long-term strategic perspective focusing on the 'bigger picture' and does not become involved with day to day operational detail.
- Ability to think and act strategically as part of a team.

Corporate Governance

- Ensures compliance with the Council's procedures and processes and its legal and ethical frameworks.
- Demonstrates commitment to the City Council's efficiency drive
- Demonstrates commitment to the Council's vision and priorities.
- Makes decisions based on principles of sound risk management.

- Demonstrates and promotes a positive commitment to the Council's Values.

Political Effectiveness

- Ability to manage the interface between Elected Councillors and Officers to support the democratic processes and aid effective decision making.
- Maintains successful working relationships with Elected Councillors, building trust and confidence.
- Demonstrates political sensitivity and awareness.
- Provides effective and timely information and advice to Elected Councillors on policy options and professional matters.
- Ensures the effective engagement of Councillors in the work of the Council and its partners in order to realise the strategic vision and priorities.
- Ability to work with Councillors to facilitate their development.
- Maintains effective relationships with regional and central Government.

Policy and Resource Management

- Makes best use of people, money, buildings and technology to meet statutory requirements and deliver Council and community priorities.
- Promotes an organisational culture which values, empowers, informs and develops staff at all levels.
- Proactively involves and consults staff.
- Manages and delegates effectively, demonstrating trust in staff.
- Facilitates joined up working across the Council to achieve corporate priorities.
- Supports and empowers staff to achieve their full potential through training, development and other opportunities.
- Is committed to diversity and equality of opportunity.
- Values staff contributions and recognises achievement.
- Ability to confront poor performance and deal with complex employee issues.
- Demonstrates sound financial management skills and the ability to drive down costs, whilst maintaining the delivery of excellent services to local communities.

Customer and Community Focus

- Demonstrates strong commitment to quality, customer-focused services.
- Proactively engages the community in decision-making and undertakes regular consultation to seek customer feedback.
- Works in partnership with the LSP and other community representatives to ensure the views of the community are taken into account in developing and delivering services
- Is committed to improving access for customers to services, using the latest available media
- Takes account of social inclusion, diversity and equality issues in planning and delivering services.

Performance Management

- Ability to develop and embed a performance culture throughout the organisation which focuses on continuous improvement, service excellence and innovation.
- Supports Assistant Directors to translate strategic vision and priorities into service plans with clear quality standards and performance targets.
- Recognises achievement and celebrates success. Takes action to address poorly performing services.

- Encourages staff to challenge working practices to improve ways of working and seek out best practice to inform service improvement.

Change Management

- Ability to lead significant change programmes, challenging current practices and encouraging innovation and creativity, to enable delivery of cost effective services.
- Uses effective project and programme management skills to plan, deliver and monitor change.
- Maintains the momentum of change programmes to ensure delivery and sustainability.
- Recognises how change affects individuals, teams and organisations and supports others to implement change.
- Deals effectively with risk, uncertainty and complexity in change situations

Communication

- Promotes a culture of openness and understanding.
- Understands the importance of clear and consistent internal and external communications and uses these effectively.
- Demonstrates a systematic approach to communicating with staff on a regular basis.
- Has a clear vision of the way forward and communicates this effectively within and outside the organisation.
- Ensures two way communication upward and downward across the organisation.
- Communicates contentious and sensitive issues professionally and is able to handle crisis management.
- Makes effective use of the press and media to market the authority and raise its profile.

Partnership Working

- Develops and facilitates effective partnerships and external relationships to achieve Council and Community priorities.
- Acts as a key link between partners to ensure effective communication and joined up working.
- Works with partners to maximise available funding to support local priorities.

Personal Qualities

- Excellent interpersonal skills with the ability to influence key decision makers both internally and externally.
- Able to work positively in an environment of uncertainty and continual change.
- High level communication skills.
- Drive, flair, creativity, innovation and flexibility.
- Willingness to embrace change.
- Determination and resilience.
- Open, accessible and supportive style.
- Ability to remain calm and decisive under pressure.
- High levels of probity and integrity.

July 2009

**CARLISLE CITY COUNCIL
JOB DESCRIPTION
ASSISTANT DIRECTOR**

POST: ASSISTANT DIRECTOR
POST NO: ****
GRADE: JNC FOR CHIEF OFFICERS - £52,500 - £58,000
ACCOUNTABLE TO: STRATEGIC DIRECTOR
ACCOUNTABLE FOR: SERVICE MANAGERS AND ALL STAFF IN ALLOCATED DIRECTORATE

PURPOSE OF THE ROLE:

To support the Chief Executive and the two Strategic Directors in the corporate and strategic management of the Council.

PRINCIPAL ACCOUNTABILITIES

- 1) To contribute to the corporate leadership, vision and strategic direction of the Council, encourage joined up working across the Council and lead by example
- 2) To help develop and implement appropriate strategies, policies and plans to ensure that the Council achieves its vision and priorities
- 3) To hold specific responsibilities for a range of services/functions assigned to this post
- 4) To lead, develop and manage a range of services in the allocated Directorate and support Service Managers to ensure the Council's priorities are delivered
- 5) To hold specific responsibility for the financial control of the services within the remit of the post holder
- 6) To embed a performance management culture and drive the continuous improvement of services
- 7) To take lead responsibility from time to time for key projects or cross-cutting/thematic issues, work on a corporate basis and, where appropriate, with partner organisations
- 8) To exercise visible leadership, direction and control of the workforce, ensuring good internal communications and ensuring that all staff operate within a positive and safe environment
- 9) To embed and maintain a performance management culture, driving the continuous improvement of services and delivering innovative and cost effective ways of delivering services, including sharing services with other organisations where appropriate
- 10) To promote a positive organisational culture and values, encourage innovation, creativity and best practice and recognise and celebrate success
- 11) To ensure that staff are valued and their potential is maximised, and promote diversity and equality of opportunity

- 12) To work actively with local communities, stakeholders and partners to sustain and enhance the quality of life for Carlisle.
 - 13) To represent the City Council and act as an advocate and ambassador for Carlisle in all external relationships.
 - 14) To demonstrate a high commitment to customer care by ensuring regular communication, visibility and feedback to service users and front line staff and taking lead responsibility in the respective Directorate to ensure complaints are dealt with systematically and used to drive improvement
 - 15) To assess, investigate and deal with complaints.
-

- **The post of Assistant Director for Resources has the responsibility of being the 'Section 151 Officer'**
- **The post of Assistant Director for Governance has the responsibility of being the Monitoring Officer**

KEY RESULT AREAS:

- Ensuring high quality service provision for local communities
- Ensuring significant efficiency savings
- Managing and improving performance
- Providing leadership and leading by example

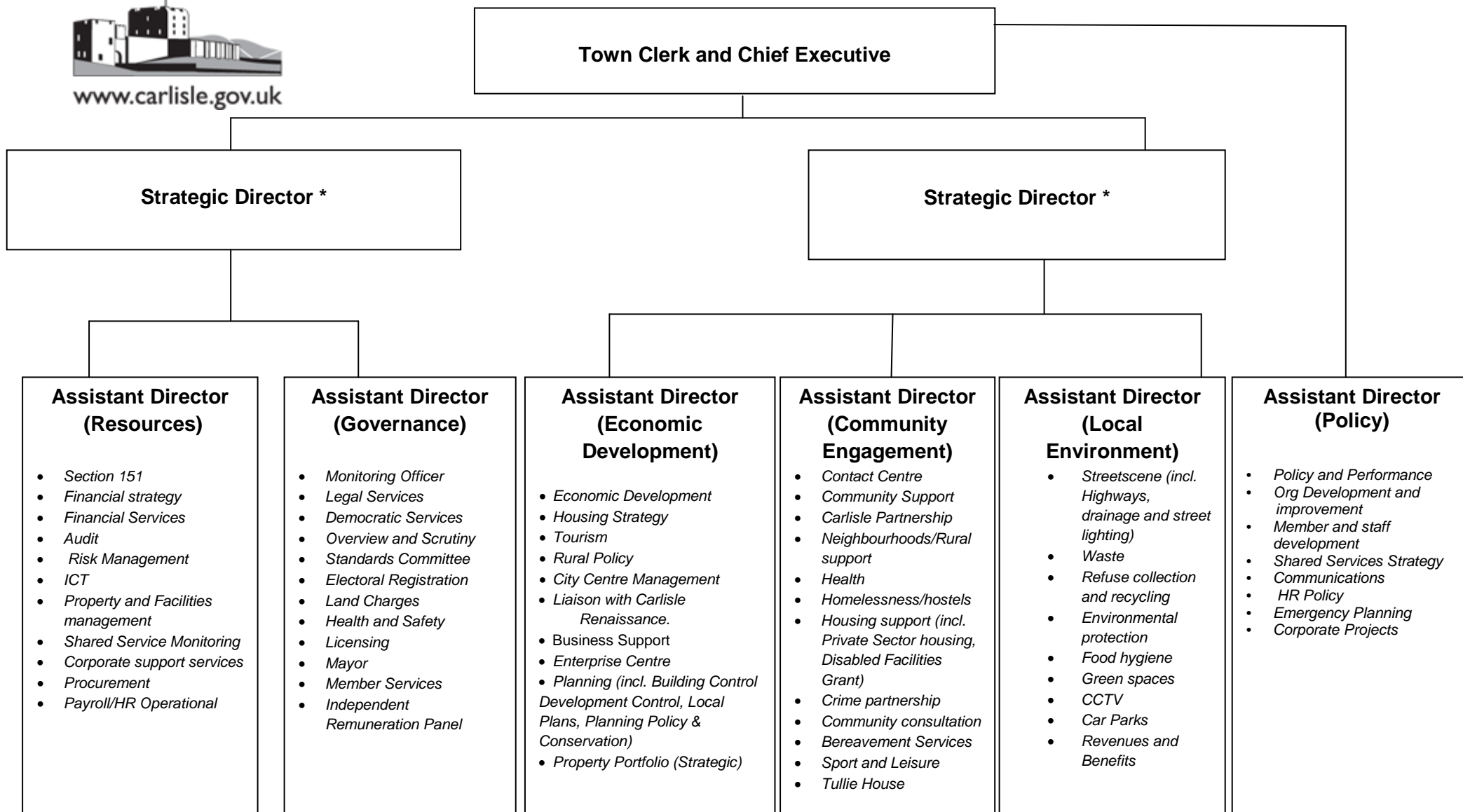
CARLISLE CITY COUNCIL
ASSISTANT DIRECTOR

Person Specification		Measured by:
<ul style="list-style-type: none"> Qualifications/ Knowledge 	Essential <ul style="list-style-type: none"> Educated to degree level or equivalent A track record of commitment to continuing professional development 	Application Form Application Form/Selection Process
<ul style="list-style-type: none"> Technical Expertise/ Experience 	Essential <ul style="list-style-type: none"> At least 2 years experience at a senior level in local government or similar complex organisation Experience of managing people from different professional and personal backgrounds Experience of using performance management tools to deliver service excellence and track record of improving services and getting results Experience of project leadership in cross cutting areas, with a track record of successful delivery At least 3 years experience of managing in a political environment At least 3 years experience of leading change and managing relevant services Experience of leading on partnerships/collaborative working 	All measured by Application Form/Selection Process
<ul style="list-style-type: none"> Competence 	Essential Leadership Inspires and motivates others towards a shared vision. Drives improvement through performance management. Manages and empowers others. Politically sensitive and aware. Embraces and manages change sensitively and skilfully. Thinks and acts strategically. Promotes and demonstrates teamwork. Manage and Develop People Promotes high standards of performance and conduct. Encourages development and the realisation of potential. Promotes best working practice Uses appropriate appraisal systems backed up by	

Competence (continued)	Essential (continued) training and development to ensure staff are supported to achieve their potential Encourages staff to challenge working practices to improve ways of working and seek out best practice to inform service improvement Change Orientation and Management Drives and leads change Promotes an environment receptive to change Is open to change and new approaches Work Collaboratively Develop and work collaboratively Builds an effective team Is an effective team player Customer & Community Focus. Develops the customer focussed organisation. Understands and meets the needs of customers and local communities. Improves customer service Personal Effectiveness and Development Strives for achievement, taking responsibility for improving results Understands the impact of own behaviour upon others and responds accordingly. Manages and develops own capabilities Personal Qualities Excellent analytical skills Exceptional creative and innovation skills Inspirational communicator/networker Thorough understanding of the modernisation agenda for public services Persuades/influences Self aware and takes action to develop Decisive and takes appropriate risks Commercially aware Communication Promotes a culture of openness and understanding Communicates effectively Keeps others informed Strategic Thinking Takes a long term strategic perspective Develops and recommends policy Aligns day to day activities to strategic goals Planning and Organisation Plans and implements programmes of work Manages information	
-----------------------------------	---	--

Competence (continued)	Essential (continued) Organises effectively Analytical Thinking and Decision Making Identifies, analyses and establishes patterns in data Assesses and manages risk Takes decisions Innovation and Creativity Promotes creativity Develops innovative approaches Develops new business opportunities Political Effectiveness Demonstrates an understanding of the national and local political scene Evaluates the impact of political direction Maintains effective relationships with political stakeholders Other Required Competencies For the posts of Assistant Directors for Resources and Governance, the appropriate and relevant qualifications and/or experience will be required	
-----------------------------------	--	--

July 2009



*One of the two Strategic Director posts will be designated Deputy Chief Executive