

NORTHUMBERLAND COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Chief Executive's Office
SERVICE:	General Management within NCC
JOB TITLE:	Service Director
GRADE:	Band 15
RESPONSIBLE TO:	Executive Director
RESPONSIBLE FOR:	Portfolio of service delivery
Service/ Functions:	Council wide
Employees:	Circa up to 1000
Budget:	Circa up to £50m
Other Resources	

JOB PURPOSE:
To provide strategic leadership, professional and technical advice on all leadership, management and service delivery related issues for Northumberland County Council.
To provide effective leadership, co-ordination and management of all delivery and commissioning of service delivery across Northumberland County Council.
To make a positive and effective contribution to the overall management of the Directorate and the Council.

KEY FUNCTIONAL RESPONSIBILITIES:
To be accountable for the operational effectiveness, performance quality, leadership, management and service delivery within a defined portfolio across Northumberland County Council.
To be responsible for the strategic development, leadership, management and service delivery of a defined portfolio.

PRINCIPAL ACCOUNTABILITIES
1. Provide management and professional advice to the Executive Team on all matters of strategy and policy relating to leadership, management and service delivery within a defined portfolio within the Council. 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 leadership, management and service delivery within a defined portfolio within the Council.
3. Determine the most effective utilisation and deployment of resources (Human, Physical and Financial) within leadership, management and service delivery 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 leadership, management and service delivery related strategies, policies and practices.
5. Establish and maintain effective management and communication systems and processes within leadership, management and service delivery within a defined portfolio within the Council 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 a defined portfolio within the Council 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 leadership, management and service delivery 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 leadership, management and service delivery 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 a defined portfolio within the Council 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 leadership, management and service delivery within a defined portfolio within the Council.
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

- 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

NORTHUMBERLAND COUNCIL

PART C: SERVICE DIRECTOR PERSON SPECIFICATION

GROUP:	Chief Executive's Office
SERVICE:	General Management within NCC
JOB TITLE:	Service Director
GRADE:	Band 15

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 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 leadership, management and service delivery.
- 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

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.