

Proposed Director Role Profiles

4 June 2018

Report of the Interim HR Manager

PURPOSE OF REPORT

To enable the Committee to consider the proposed role profiles for the proposed new Director and Deputy Director positions.

This report is public.

RECOMMENDATIONS

- (1) That Personnel Committee consider and provide feedback on the proposed role profiles for the proposed new Director and Deputy Director Positions.**

1.0 Introduction

- 1.1 A proposal has been made by the Chief Executive to restructure the Council's senior executive team. That proposal will be subject to a further Cabinet decision in early July 2018, following consultation with staff.
- 1.2 If Cabinet make a decision to go ahead with the proposals for restructure, and depending on the outcomes of call-in, the role profiles for the new roles must be agreed ready for advertisements being placed, should that be a result of the decision by Cabinet. It should be noted that only the Director level roles would be advertised as a result of a positive Cabinet decision on the overall proposal.

2.0 Role Profiles

- 2.1 Role profiles, attached at Appendix 1, have been developed for the proposed new roles, which are:
- Director of Corporate Services
 - Director for Economic Growth and Regeneration
 - Director for Communities and the Environment
 - Deputy Director for Communities and the Environment
- 2.2 The purpose and key elements of each new role have been developed based on the future needs of the Council both corporately and in each of the specific Departments, and the ambitious plans for the Council in the coming years.
- 2.3 The skills included for the new Director roles reflect an approach where all new director roles have a requirement for a common and high level set of core generic skills / competencies. For each of these areas, a set of statements has been developed which reflect the behaviours and achievements the Council expects of officers at this level. The core headings are:
- Leadership
 - Communication

- Performance Delivery
- Strategic Thinking
- Commercial Awareness

2.4 In addition to the core generic skills for each role, a further set of role-specific requirements have been developed and included which sets out the specific experience and skill expected for each individual role.

3.0 Actions

3.1 The Committee is asked to review the role profiles, and provide feedback in relation to their content.

CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing): There is no impact.	
LEGAL IMPLICATIONS There are no legal implications arising from this report.	
FINANCIAL IMPLICATIONS There are no financial implications in relation to this report. Financial implications relating to the proposals for restructure will be dealt with in the report for Cabinet, for consideration in early July.	
OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces: There are no resource implications arising from this report.	
SECTION 151 OFFICER'S COMMENTS The Deputy Section 151 Officer has been consulted and has no comments.	
MONITORING OFFICER'S COMMENTS This report has been considered by the monitoring officer who has no further comments, save that this is subject to the outcome of the final consultation.	
BACKGROUND PAPERS	Contact Officer: Dave Rigby Telephone: 01524 582180 E-mail: darigby@lancaster.gov.uk

Director for Economic Growth and Regeneration

Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents.

This pivotal role in our most senior team is responsible for delivering our overarching vision of making the District an outstanding place to visit, live and invest.

Reporting directly to the Chief Executive and providing strategic leadership and support to elected Members, the post holder will hold responsibility for ‘place shaping’ and delivering physical transformation, leading inward investment, and creating the conditions for jobs and growth in the district, as well as delivering excellent services to residents.

Key Elements of the Role

- Maximising opportunities for income and growth from the Council’s current portfolio of properties and assets
- Identifying opportunities for all aspects of economic development across the district at all levels, developing key strategic partnerships across the public and private sectors to secure inward investment and growth in key geographical areas of the district
- Managing or sponsoring significant projects already underway within the Council, e.g. Canal Quarter, ensuring success factors are in place and projects deliver successful outcomes for the district
- Driving forward the regeneration agenda across the district, working in partnership with commercial partners where appropriate to ensure opportunities for regeneration projects are identified, maximised and progressed at the right pace
- Delivering an excellent planning service, from application and building control to planning enforcement
- Ensuring the Council ‘punches above its weight’ nationally, regionally and locally through its economic, regeneration and strategic positioning.
- Strengthen the Council’s commercial investment strategy to support the organisation’s long term funding needs, and add value to the communities we serve
- Leading a group of services and highly experienced leaders, setting direction, establishing priorities, building capacity, maintaining focus, delivering value for money and delivering continuous improvement.
- Championing participation from the Community
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Working with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Undertake the ‘Senior Emergency Officer’ role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has a record of driving economic prosperity and developing thriving communities
- Has a proven ability to identify and drive forward opportunities for regeneration, through defining strategy, developing partnerships and securing inward investment for the good of the region

- Takes responsibility for senior project and programme leadership for high value, complex and large-scale regeneration and growth projects
- Has an ability to promote the region locally, nationally and internationally to secure growth in a variety of creative ways
- Has a sound grasp of statutory planning requirements, and an ability to shape the service to meet future challenges
- Is able to implement cross-functional working to better support clients, partners and delivery of the vision

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's advantage
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Develops positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisation's sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offers a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation

- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

DIRECTOR OF CORPORATE SERVICES

Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents.

Reporting to the Chief Executive, the vital strategic role will provide visionary and effective leadership to the Corporate Services teams, leading the professional heads of service to ensure the provision of high quality corporate support to the Council to enable the delivery of the Council's ambitious agenda, through interactions with staff, elected Members and other stakeholders.

Key Elements of the Role

- Leadership and strategic management of all Corporate Service Teams, including: Finance, HR, Learning & Development, Facilities Management, Legal Services, Audit, Procurement, Democratic Services and Governance
- Working closely with the Executive Team to help shape the organisation's strategy and deliver on aspirational transformation across many aspects of service delivery, e.g. facilitating operational transformation
- Supporting the Executive Team to deliver strategic aims and objectives for all business areas, ensuring there is sufficient skill and capacity within Corporate Services to achieve successful outcomes
- Constantly exploring avenues to deliver efficiency savings for the Council through partnership working, where appropriate, finding new ways to deliver services to the client base
- Strengthen the Council's commercial investment strategy to support the organisation's long term funding needs, and add value to the communities we serve
- Enabling colleagues and the wider Council to deliver ambitious plans to improve financial sustainability
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Ensuring the Council meets its statutory duties both legally and financially
- To act as the most senior finance professional within the Council, ensuring financial strategies, budget plans, projections and accounts are delivered in line with Council and public sector requirements
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Is an experienced leader who has held senior leadership responsibility for a number of Corporate Service functions at strategic level
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports the agenda for change
- Is able to provide expert and professional advice to a wide audience across the wide range of Corporate Service functions
- Ensures Heads of Service work together as one entity, demonstrating strong leadership and developing a collaborative approach towards continuous improvement

- Aligns service delivery with the needs of clients and improves organisational performance
- Is able to implement cross-functional working to better support internal clients
- Has a strong background in accountancy / finance, understands complex accounting models, and holds an accountancy qualification

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas
- Develops positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisations sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

DIRECTOR FOR COMMUNITIES AND THE ENVIRONMENT

Role Purpose

Executive Directors will work together with the Chief Executive in the Corporate Leadership Team to transform the way the organisation operates so that it can deliver great services to residents.

This vital public-facing role is a pivotal role in our most senior team, and is responsible for delivery and oversight of the majority of the public services the Council provides. The post holder will provide strategic leadership to the largest staff group within the Council, and will constantly ensure services are delivered to the public in ways which reflect a modern approach, providing real value for money and enabling continuous improvement through digitalisation, efficiency and commercialisation.

Key Elements of the Role

- Leadership and strategic management of all services in the Department, including:
 - Private Sector & Council Housing
 - Environmental Health
 - Waste & Recycling
 - Public Realm
 - Repairs and Maintenance for Council Properties and Assets, including Council-occupied buildings
 - Parking
 - Markets
 - Customer Services
- Championing participation from the Community
- Oversight of the Council's Sport and Leisure Centre and playing an active role in turning this into a more commercial venture
- Taking the lead in promoting and delivering cross-public sector working
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Strengthen the Council's commercial investment strategy to support the organisation's long term funding needs, and add value to the communities we serve
- Acting as client officer in relation to contracted out functions and services within the broad range of responsibilities of the post
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has experience of delivering large scale and complex services to a vast client base
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports an agenda for change
- Is outcome-focused, and actively takes steps to improve service delivery
- Understands the benefits of delivering services through partnerships with other public sector agencies and organisations
- Understands, supports and makes best use of modern technology in the delivery of services
- Aligns services with the needs of clients and in support of a commercial approach
- Is able to implement cross-functional working to better support clients

- Has demonstrable experience of delivering transformational service improvement

Leadership

- Understands own leadership style and puts in place strategies to use it for the organisation's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas
- Works inclusively to develop positive relationships with stakeholders to help achieve positive outcomes for the organisation

Performance Delivery

- Focuses on the goals of the organisation
- Identifies and takes opportunities to improve the organisation's sustainability
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Sets a clear vision and strategy which adds value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and an organisation's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Strategically collaborates and partners with other organisations to enable the achievement of strategic aims
- Can present a clear and rational business case for implementing a commercial operation
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth

DEPUTY DIRECTOR FOR COMMUNITIES AND THE ENVIRONMENT

Role Purpose

Reporting into the strategic Director, these Chief Officer level roles are responsible for the operational delivery of a number of the public services the Council provides within the overall Communities and the Environment Department. The post holders will initially provide leadership to a number of Heads of Service, and will focus in the short term on delivering a fully merged department operating in a collegiate structure, enabling closer working between teams.

Key Elements of the Role

- Leadership and management of a number of services in the Department, which could include any of the following:
 - Private Sector & Council Housing
 - Environmental Health
 - Waste & Recycling
 - Public Realm
 - Repairs and Maintenance for Council Properties and Assets, including Council-occupied buildings
 - Parking
 - Markets
 - Customer Services
- Developing service strategies with Heads of Service, aligned with Council plans and in conjunction with the Director
- Seeking and implementing opportunities for efficiencies throughout the Department
- Providing expert professional advice to the Chief Executive and Members, engaging with Cabinet, partners and colleagues to deliver the strategic vision
- Works with Members to inject appropriate challenge, innovation and ideas into the work of the Council
- Undertake the 'Senior Emergency Officer' role on a rota basis throughout the year, acting on behalf of the Chief Executive in emergency situations.

Skills, Qualities and Attributes

Role Specific Requirements

- Has experience of delivering large scale and complex services to a vast client base
- Has an understanding of the Local Government environment, and the ability to deliver services in a way which supports an agenda for change
- Is outcome-focused, and actively takes steps to improve service delivery
- Understands, supports and makes best use of modern technology in the delivery of services
- Aligns services with the needs of clients and in support of a commercial approach
- Is able to implement cross-functional working to better support clients

Leadership

- Understands own leadership style and puts in place strategies to use it for the Department's benefit
- Inspires, supports and motivates others to deliver excellent services
- Positively encourages change to stakeholders at all levels
- Can positively impact on organisational culture through personal interaction

Communication

- Is a confident communicator, able to discuss broad and complex topics with a wide range of stakeholders at all levels
- Understands the communication needs of stakeholders, and devises and puts in place strategies to meet those needs
- Devises techniques to positively engage audiences in organisational developments
- Commands respect within the organisation and wider business community
- Is able to persuade and influence others, regardless of their stature
- Builds and maintains a wide range of contacts in relevant and influential areas

Performance Delivery

- Focuses on the goals of the Department
- Identifies and takes opportunities to improve the Department's performance
- Sets challenging but achievable goals and standards of performance for self and others
- Is willing to challenge the status quo in order to explore improvement opportunities
- Tackles performance issues quickly to achieve a speedy resolution
- Encourages a culture of learning and improvement

Strategic Thinking

- Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
- Proposed and delivers clear strategies which add value to the organisation
- Proposes alternative options when appropriate, and offers creative solutions and innovations
- Identifies the organisational impact of decisions, offering contingencies and alternative strategies
- Ensures practice and process are in place to understand, assess and manage risk

Commercial Awareness

- Looks for opportunities to improve sustainability and the Department's financial security
- Instils a commercial focus in the minds of all staff in the Department
- Ensures practice and process are in place to understand, assess and manage risk
- Collaborates and partners with other organisations to enable the achievement of strategic aims
- Has the ability to understand, interpret and deliver within a regulatory framework
- Demonstrates a realistic, supportive and creative attitude when presented with opportunities for strategic growth