

**DIRECTOR ROLE PROFILE**

**JOB TITLE:** Director – Governance and Improvement – Final

**DIRECTORATE:** Governance and Improvement

**REPORTS TO:** Chief Executive

**DATE:** December 2018

**1 PURPOSE OF YOUR JOB**

To provide strategic leadership and support to members and officers to enable effective decision making and ensure transparency and compliance across the council by championing good governance. To work with the Councils Executive to ensure the achievements of the corporate objectives and the needs of the council are met. To be the guardian of the Council’s constitution and democratic process.

To work collaboratively with other partners in the wider city and region governance systems. To ensure robust and transparent governance arrangements for the Council and to maximise the opportunities for residents and communities.

To strategically lead a number of professional services across the council, and improve the customer experience to achieve a better outcome for residents.

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

**2 DIMENSIONS**

Total Expenditure Budget:	£ 55m
Total Income Budget:	£49m
People:	c 200 fte (of which the AD has 166 fte)
Premises:	as per portfolio
Equipment:	as per portfolio
Projects:	as per portfolio

### **3 PRINCIPAL ACCOUNTABILITIES**

#### ***Strategic***

- Scans and understands the external and political environment in which the Council operates and takes lead responsibility for ensuring that the strategic plans of the Directorate and the whole organisation meets the needs of the current administration.
- To ensure that members and officers are aware of their roles and provide the necessary training and development to ensure consistency and quality of decision making.
- To ensure that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio.
- To support executive members in policy formation, development and providing briefings in their respective portfolio areas.
- To support the Council and Chief Executive in the corporate management of the Council. Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council.
- As a member of the Corporate Management Team, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- Pro-actively seeks opportunities to represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable.
- Contributes to the development, articulation and communication of a clear vision for co-ordinated services across York, and provides a framework to ensure an effective and shared programme of joined up service delivery with key partners.
- To lead the formulation and application of strategy for the portfolio within the context of the overall CYC Council plan
- To lead and deliver on the customer service strategy for CYC, ensuring the service provided is fit for service and delivers for the residents of York.
- To lead and provide reassurance on the council's performance and business assurance framework.
- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility

- Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that supports revenue and ensures growth.

### ***Business operations***

- Lead the governance framework and the Council's decision making process to ensure effective and timely decisions are made in accordance with the law and the Council Constitution.
- To perform the statutory Monitoring role and functions for the Council.
- To work in partnership with Members and the Chief Executive to provide effective policy development and implementation to support the decision making processes of the Council.
- To review, interpret and report new and revised legislation, guidance and practice and recommend appropriate action and policy development.
- To ensure governance models either internally or externally are robust and transparent for the Council and proactively develop new approaches to ensure the Council maximises the best opportunities for residents and communities.
- Strategically develop a Member leadership development programme to support members in their community and council leadership.
- Responsibility for the strategic lead of Audit functions and arrangements for the Council. Providing assurance through the council's committee structure as required.
- To co-commission with the Director of Finance and Investment to implement the councils audit plan and provide relevant assurance through effective monitoring.
- To manage the customer financial transactions including Council Tax, Business Rates and Benefits.
- Lead strategic responsibility for the development and implementation of the Council's Customer service strategy, customer engagement framework and maximise opportunities of greater efficiency with key partners to improve service delivery.
- Encourage innovation, creativity and support improvement through development, learning, best practice and celebrating success.
- To support the Chief Executive in the corporate and strategic management of the Council as a member of the Corporate Management Team to develop, deliver and monitor the Councils strategies, objectives and priorities.
- To work with the Chief Executive and Members to provide corporate leadership, vision and strategic direction of the Council, encouraging joined up working across all Directorates and leading by example.

- To take the lead on strategic cross cutting themes, initiatives or projects across the Council.
- Strategic responsibility for the civic function and supporting the Lord Mayor and civic party. To ensure the Mansion House is run effectively as a civic and commercial concern.
- Compliance with the statutory requirement of information and data and investigate and deal with complaints ensuring they are dealt with systematically and used to drive improvement.
- To support the Chief Executive in the conduct and management of elections and the delivery of the election registration process.
- Responsibility for the Councils performance and assurance framework.

### ***Partnership***

- Identifies key stakeholders and develops an engagement plan that ensures that CYC is engaging appropriately to deliver improved partnerships and, consequently, service outcomes.
- Identifies and supports new governance arrangements and activities that support the Council in achieving its priorities.
- Pro-actively seeks opportunities to represent the organisation at high levels with stakeholders across the Yorkshire Region and nationally, where applicable
- Leads the development and sustainability of collaborative working arrangements internally within CYC and with partner organisations and where appropriate commissioning, to agree strategic priorities and ensure integrated and cost effective service design and provision.
- Responsible for building and strengthening the relationship between members and officers.
- To maintain positive and effective working relationships with elected Members of the Council to ensure effective communication, engagement and leadership of the Council.
- Responsible for the development and training of all elected members to support them in carrying out their role on behalf of the electorate.
- Builds robust cross service relationships and plans that ensure a “One York” service delivery

### ***People Leadership and Management***

- Ensures that all members of the portfolio team are aware of the requirements of their role and how that contributes to the success of CYC and how it benefits the residents of CYC
- Takes personal responsibility for identifying and nurturing talent from across the whole organisation and at every level within the organisation and ensures that people with potential are pro-actively supported to deploy their talent and progress to the benefit of CYC
- Leads individuals and teams through change, ensuring that service is protected and people are actively engaged in the seeking of, developing of and delivering of change initiatives which add value to CYC performance and service
- Ensures that each member of the team have clear annual targets and have the resources available to deliver
- Ensures the performance management of the team and individuals within it are effectively and continuously managed and that underperformance is dealt with positively and robustly
- Ensures that all people resources add value to the organisation and the City and that structures are clear, efficient and well targeted

### ***Programme and Project Management***

- Is responsible for sponsoring and delivering complex programmes of work that improve performance of CYC and delivers exceptional service to residents and partners
- Takes lead responsibility for identifying, sponsoring and ensuring the delivery of performance improvement projects
- Accountable for ensuring project delivers sustainable results for the benefit of the organisation and the City of York

### ***Equality and Diversity***

- Takes lead responsibility for equality, diversity and fairness issues
- Takes personal responsibility for ensuring that all services, employees and service users are treated with dignity and respect
- Ensures that the service portfolio is inclusive for all users and is flexible to meet the diverse needs of service users

## **4 KNOWLEDGE SKILLS AND EXPERIENCE**

### **Knowledge**

Confidential

- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification (such as qualified lawyer or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement
- Understanding of collaboration with partners and the governance arrangements needed to ensure the council is protected.

### **Skills**

- Ability to successfully develop and deliver strategies to meet organisation objectives and achieve planned results in a complex multi-functional organisation;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies
- Highly effective leadership and motivational skills and behaviours that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management;
- Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external, including members.

### **Experience**

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change
- Experience of negotiating significant contracts, commissioning services and monitoring provision
- Experience of working in a political environment.

- Experience of advising elected members at all levels.

## **5 Statutory or specialist knowledge, skills and/or experience required**

- Senior experience in providing high level legal advice to a large and complex organisation
- Thorough understanding of the legal framework that local authorities operate within
- Knowledge and experience of the democratic process within local government

## **6 Portfolio**

The service areas responsible by this post holder include the following:

- Legal Services including Complaints, FOIs and Official correspondence
- Civic and Democratic services
- Elections
- Health & Safety (NYCC shared service)
- Audit Services
- Customer Services inc Registrars and Bereavement
- Business Intelligence and Assurance