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**Post title:** Corporate Director, People

**Conditions and Grading Arrangements:** JNC for Chief Officers of Local Authorities

**Responsible to:** Chief Operating Officer

**Responsible for:** All staff within the portfolio

### **Main purpose of the post**

Provide leadership and strategic direction, inspire team working and high standards of service delivery ensuring that mechanisms are put in place to sustain, achieve and maintain corporate working that enable to Council to achieve its objectives.

To provide leadership and direct on matters related to Education, Childrens and Adult Social Care and other corporate priorities that enable the Council to achieve its objectives within the context of local and national policy.

To work in partnerships with statutory and voluntary organisations and agencies across the city and beyond, to facilitate a whole system approach to People, in Childrens and adult social care, improving health and wellbeing outcomes for the residents of York.

### **Dimensions**

Revenue budget for 2018/19:

Gross Expenditure:	£XXXm
Income	£1XXXm
Net budget	£XXm

Capital Programme (2018-23) £XXm

Indicative full time equivalent posts: 650 (Sept 2020)

## **Principal responsibilities – Corporate role**

Support the Council and Chief Operating Officer 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

Facilitate corporate working across services and help lead the Authority so it is able to meet its immediate and long term future with confidence

Contribute to the corporate formulation and delivery of the Council's policy objectives and plans and help shape and deliver the City and Council visions

Develop and articulate a clear vision for co-ordinated services in the City of York and provide a framework and common sense of purpose in order to ensure an effective shared programme of joined-up service delivery

Lead the necessary cultural and other changes to ensure that the citizens of York and other service beneficiaries are at the centre of service provision using effective partnership working with all sectors (private, voluntary, community and public) in order to focus resources jointly on improving outcomes

To conceive, initiate, manage and participate in Council wide developments and initiatives in pursuit of the Council's aims and objectives and consistent with changing the culture of the Council

Develop and maintain a corporate performance management regime ensuring early identification of potential issues in order to take decisive and effective corrective action

To support and contribute to the Council's corporate policy making on all matters and to ensure that these are translated and reflected into directorate plans, programmes and services which are reviewed and updated to meet changing needs and priorities of the City and the Council's stakeholders

To develop and maintain effective working relationship with Members of the Council and with other service teams within the Authority to ensure a corporate response to the development of services

To cover for any other Director or the Chief Operating Officer as necessary

## **Principal responsibilities – Corporate Director of Service role**

Define, develop, procure, manage and evaluate the range of services for which the post holder is responsible.

Co-ordinate services across the Authority and City with others to give maximum benefit.

Ensure the continual improvement of the services for which the postholder is responsible, setting clear priorities and targets and intervening where necessary in order to maintain standards of performance.

To keep abreast of new developments in order to anticipate and define the Council's strategies and responsibilities in the areas for which the postholder is responsible

Act as the Council's principal policy advisor in relation to Adult Social Care so that the direction and culture of the sector is responsive to a rapidly changing external environment.

Provide strategic leadership and direction to the council and its partners:

- On Safeguarding vulnerable adults from abuse and neglect;
- By focussing efforts to reduce , prevent and delay the need for social care to increase capacity across the health and social care system; ;
- To enable strength and asset based approaches to the integration and personalisation of social care services;

Working with key partners in the NHS and community voluntary sector develop an integrated, whole system approach to meet the health and social care needs for the population of York. To ensure the sustainability of a health, housing and adult social care system through a “one team” approach to delivery.

Utilise effective programme management methodologies to ensure projects are delivered on time, within budget and in accordance with the agreed specification

Take lead responsibility for putting in place arrangements to meet the requirements of external inspectors in respect of annual and other performance assessments

Participate in the development of effective corporate engagement strategies so that all can understand and fulfil their roles in the delivery of effective services

To be accountable for all statutory functions associated with the role of Director of Children's Services as detailed in the DfE guidance, with specific responsibility for;

- Safeguarding
- Vulnerable children and young people
- Fair access to services
- Educational excellence

To be accountable for all statutory functions associated with the role of Director of Adult Social Care, these responsibilities include:

- Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services;
- Professional leadership, including workforce planning;
- Compliance with national standards;
- Managing cultural change;
- Promoting local access and ownership and driving partnership working;
- Delivering an integrated whole systems approach to supporting communities;
- Promoting social inclusion and wellbeing;

### **Sphere of influence**

Ensure that budgets are managed effectively within the corporate mechanisms to achieve value for money and outcomes are measured against corporate priorities, development milestones and performance targets

Hold services to account for their performance, overall budgets and service standards to ensure that services provided meet targets set within the corporate framework

Carry forward existing partnerships and lead work with partner agencies to establish strategic priorities for the Council seeking to align resources of all partner agencies with jointly agreed priorities that complement and reflect corporate priorities

Develop, mentor and appraise directly accountable staff and through directly accountable staff ensure employees are well managed, developed, motivated and empowered within the corporate framework

Recruit, manage, motivate and develop employees ensuring their health, safety and well-being at work, in order to ensure all aspects of service delivery are provided to the highest possible standard

### **Person Specification**

The postholder will need to demonstrate their experience in the criteria listed in Parts One and Two of the Person Specification

#### **Part One: Experience**

A proven track record of high achievement at senior management level within a service environment of comparable scope and complexity and with an understanding of the issues facing City of York Council and the areas for which the postholder is responsible

Experience of successful strategic and corporate 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, motivating and managing multi-disciplinary teams to achieve significant, sustainable service improvements and outstanding results, through internal and external partnerships

Evidence of establishing a performance management culture, including service planning, target setting, performance appraisal and the management of diverse staff groups

Extensive experience of delivering customer focused services that are responsive and flexible with regard to customer need

Evidence of successful strategic and operational resource management, including evaluating competing priorities within tight financial limits and managing progressive and innovative budgetary arrangements

A proven track record of innovating service delivery in order to drive out efficiencies and maximise value for money

Extensive experience and demonstrable success in the generation and management of major organisational and corporate cultural change

Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media

A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non-governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects that meet City of York Council's corporate objectives

Proven experience of effectively working as part of a team and of successfully operating in a team environment

A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation

## **Part Two: Knowledge, Abilities and Skills**

A thorough understanding of best practice and contemporary issues affecting the provision of the areas for which the postholder is responsible, and an understanding of good management practice and value for money in a local authority setting

Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with Council Members and colleagues across the Authority that command respect, trust and confidence

Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture

A detailed knowledge and understanding of the challenges involved in seeking to provide fully integrated services to customers

Knowledge of leading edge service delivery and a proven ability to translate best practice into service transformation

Understanding and a record of achievement in promoting fairness and inclusion in employment and service delivery

Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions to complex problems

Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions

Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others

Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, service managers, Council Members, the general public and other stakeholders and command their respect, trust and confidence

### **Personal Style & Behaviour**

A strong corporate orientation and a demonstrable commitment to tackling issues in a non-departmental manner

An inspirational, motivational, enthusing leader with a clear vision for the Council and its contribution to the overall development of the City and the areas for which the postholder is responsible, with high levels of energy, stamina and resilience

Personality, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners and other stakeholders

A personal commitment to using customer insight to determine service delivery

Highly innovative and forward thinking

Commitment to personal development

### **Key Relationships**

Reports to Chief Operating Officer

Key relationship with other members of the Corporate Management Team

Leads and Manages the Directorate

Advises Members, Chief Operating Officer, Directors and managers on those service areas the postholder is responsible for

Key relationships with external advisers, and partnership working with other service providers and agencies including:

- Trade unions
- Relevant professional bodies and networks
- Regional and national local government bodies
- Regional and national agencies and departments of central government
- Public, private, voluntary and community sector partners
- North Yorkshire Police;
- Local Enterprise Partnership
- York Schools and Academies Board
- Schools Forum
- Children's Safeguarding Board
- YorOK Board
- Safer York Partnership
- Health and Wellbeing Board
- Children, Education and Communities Overview and Scrutiny Committee
- Early Years Steering Group
- Integrated Commissioning Group Meeting
- Other Local Authorities, in particular neighbouring Council's
- NHS - Local Trusts, CCG, Primary Care, NHSE etc
- ADASS / LGA, DH
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### **Corporate Director of People– Specific Areas of Responsibility**

#### Children's Social Care

- Early Help (local Area Teams and Healthy Child Service)
- Youth Offending Team

#### Adult Social Care

- Safeguarding /Deprivation of Liberty/ Mental Health
- Assessment and Care Management
- Operations – Provider Services

#### Commissioning

- Adult Services Commissioning and Contract management

#### Education

- School Effectiveness and Achievement Service
- School Services



- Special Educational Needs and Disabilities
- Educational Psychology Service

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