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**Post title:** Chief Operating Officer

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

**Responsible to:** Leader of Council

**Responsible for:** As Head of Paid Service responsible for all staff across the authority.

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

Support the Leader, and work with the Corporate Management Team, Council and Executive to deliver the Council's vision and strategic aims and objectives.

As Head of the Council's Paid Service to be responsible for:

- Securing the staff and other resources needed to deliver high quality, cost effective services to the people of York.
- Working closely with the Leader and Executive Team to ensure those resources support the realisation of the Council's vision, policies and goals.

Working with partners and other key stakeholders to realise York's full potential as a City.

Lead the Corporate Services Department providing strategic direction, support, inspiration and management.

Overall accountability and responsibility for areas within Corporate Services.

### **Dimensions**

Indicative Budget: Responsible for gross annual revenue expenditure of £350m, which equates to a net annual revenue budget of £127m, and a five year capital programme totalling £600m

Indicative headcount figure: circa 2500 fte

### **Principal responsibilities – Chief Operating Officer**

Ensure the Council's vision, policies and goals, set out in the Council Plan, are made a reality by planning and directing the Council's operational policies through

providing a clear sense of direction, purpose and delivery throughout the organisation.

Develop and lead a strong, integrated Corporate Management Team that operates corporately, strategically and effectively.

Lead, plan and deliver the Council's corporate priorities including existing and new legal responsibilities and functions conferred upon the council

To promote the effective management and development of all Council staff and ensure that all staff are appropriately inspired, empowered, trained and developed.

As a Corporate Management Team recognise and celebrate success across the council in its achievements in attaining the Council's vision.

Support the Leader, Executive and Corporate Management Team to develop and deliver the strategic vision, preferred direction of travel for the City and the Council, and to provide clear and visible leadership to the services within the council and the specific portfolio of the post holder so resources are brought together in a coherent way.

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 so the Authority is able to meet its immediate and long term future with confidence.

Lead the management, development, performance and continuous improvement of all services across the Council.

Oversee the provision and commissioning of a wide range of front line and quality services for the residents and visitors of York.

To oversee the capital programme at York to ensure timescales are met and the objectives set by the Council are achieved.

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

Accountability for the effective planning, organising, delivery and continuous improvement and efficiency of the Council, its resources and allocated budgets. Including the development and effective delivery of the Council's Budget strategy.

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

Support and contribute to the overall Council and 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

Develop and maintain effective working relationship with the Leader, Executive Members and all elected Members of the Council.

Develop and maintain effective working relationships across all Directorates to ensure to ensure a corporate response to the development of services.

To be accountable for the statutory functions associated with this post as Head of Paid Service.

To cover for any other Director as necessary.

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

Define, develop, procure, manage and evaluate the range of services for which the postholder 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

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

### **Sphere of influence**

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

Hold Directorates and 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

Evidence of the ability to positively influence a range of stakeholders (notably elected members and partners).

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 the Leader of the Council

Line manages the Corporate Directors, Director of Governance and Assistant Directors in Customer and Finance.

Advises Members, 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
- North Yorkshire Fire
- Other Local Authorities, in particular neighbouring Council's
- NHS - Local Trusts, CCG, Primary Care, NHSE etc
- City Partnership Board

### **Chief Operating Officer – Specific Areas of Responsibility**

***Finance, Asset Management and Procurement*** incl financial management, capital and treasury, governance and risk, income collection, client role for

Veritau, management of all Council land and property assets, property reviews, rationalisation and disposals, procurement

***Legal, Civic, Democratic and IT*** incl legal, democratic, civic and ICT

***Customers and Digital*** incl business support, benefits, face to face services, performance, communications and ICT

**Partnerships and Policy**

***Human Resources*** incl; HR Advise and support, health & well being, payroll, health and safety,

**Facilities Management** – incl facilities management

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