

ASSISTANT DIRECTOR ROLE PROFILE

JOB TITLE: Interim Assistant Director – Transformation and Change
DIRECTORATE: Office of Chief Executive
REPORTS TO: Chief Executive / CMT
DATE: December 2013

1 PURPOSE OF YOUR JOB

To provide strategic leadership and performance delivery within a City of York portfolio

2 DIMENSIONS

Total Expenditure £ TBC
Budget:
Net Budget: £ TBC
People: xx (xx FTE)
Premises: as per portfolio
Equipment: as per portfolio
Projects: as per portfolio

3 PRINCIPAL ACCOUNTABILITIES

Strategic

- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- 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
- 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.

- Leads the formulation and application of strategy for the portfolio within the context of the overall CYC Council plan
- Ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio
- 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 grows revenue and minimises cost without detriment to services

Business operations

- Leads and ensures the delivery of the operational activity within the relevant portfolio
- Ensures a quality, cost effective portfolio performance
- Accountable for the financial performance across the portfolio
- Takes lead responsibility for the effective utilisation of resources, e.g. financial, people, premises (where applicable), electronic, and hardware, identifying efficiencies and savings where appropriate without detriment impact on service and performance
- Identifies income generation opportunities for CYC and works with the right people and organisations to realise

Partnership

- Identifies key stakeholders and develops an engagement plan that ensures that CYC is engaging appropriately to deliver improved partnerships and, consequently, service outcomes
- 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.
- Develop and maintain positive and effective working relationships with elected Members of the Council to ensure effective communication, engagement and leadership of the Council.
- 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 KEY COMPETENCES

- Delivering what our customers want
- Positive and strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

The Leadership competences are taken from the Leadership and Management Standards developed in 2007

5 KNOWLEDGE SKILLS AND EXPERIENCE

Knowledge

- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification (such as DiPSW or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

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 (as identified in CYC Leadership and Management Standards) 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

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

6 Statutory or specialist knowledge, skills and/or experience required

- The Transformation Programme will support the council to achieve its budget savings but that will be just one outcome from its creation. Its main purpose is to reshape council services in a way that meets the current and future needs of residents. Its high level objectives are to -
 - Increase quality of services for customers
 - Improve process efficiencies
 - Increase job satisfaction for employees
- The Programme will embrace the concept of 'Co-design' from the outset. This means that residents will be invited to contribute to the design of services.
- The post holder will report directly to the Chief Executive and Corporate Management Team (CMT) and is responsible for coordinating delivery of all defined transformation projects and some business as usual activities to achieve a beneficial change in line with the strategic goals set out above through business change and benefits realisation.
- Transformation Programme will achieve £3-4m budget savings in 2014/15 and will need to continue to deliver similar savings in 2015/16.
- The first three projects to form the Transformation Programme will be Health & Adult Social Care, Hazel Court Depot Services and Business Efficiency (to include Parking and the projects within the existing Business Support Review – Policy & Performance, Procurement & Commissioning, Facilities Management, Administration & Customer Services).
- All transformation projects likely to be highly complex in nature and will have involvement across a range of organisations / services / stakeholders.
- The Transformation Team will need to recover its costs from better service efficiency.