

## Job purpose and person specification

**Job Title:** Head of Strategic Client Services

**Job Holder:** New

**Reports to:** John Harrison, Executive Director, Strategic Resources  
**(Name & Title)**

### 1. Job Purpose:

To lead the effective development and delivery of strategic client services, including the following, and to manage operational risks effectively and proactively:

- ICT
- Shared Transactional Services
- Commissioning and Procurement
- Business Transformation
- Waste 2020
- Westcombe
- Cultural and Leisure Services
- Strategic Property
- Enterprise Peterborough

### 2. Dimensions:

#### Area of responsibility:

The key responsibilities are:

1. To deputise for the Executive Director of Strategic Resources.
2. Participate in the planning of a full range of Council services and support Elected Members in realising and delivering the transformation agenda.
3. To drive service and business transformation opportunities to achieve continued excellence, efficiency and improved customer services.
4. To forward plan and provide strategic insight on external and internal factors likely to have an impact on the effective operation of the authority.

#### Financial responsibility:

Responsible for a total budget of £100+ million which represents the collective value of the strategic partnership contracts (e.g. Serco, Enterprise and Vivacity).



**Staff:**

Responsible for 5 direct reports and between 15-20 indirect reports across the Council, including senior managers and officers.

Responsible for recruiting and mentoring all direct reports and mentoring of indirect reports as well.

Regular liaison with the Council's strategic partners and their senior managers and officers.

**3. Organisation:**

See attached organisational chart covering the role.

The role is a tier two role within Strategic Resources and is responsible for the delivery of strategic client services across the Council.

The post reports to the Executive Director of Resources and the post-holder would be a member of the Strategic Resources Management Board.

**4. Principal Accountabilities / Responsibilities:**

To assist the Executive Director of Resources in:

**Cultural Change, Organisational and Workforce Development**

- Establishing and implementing methods to bring about culture change and organisational development with a focus on building a confident, energetic and customer focused organisation.
- Encouraging team working across the structure, by leading the development of cross-departmental and corporate working to improve the Council's capacity and the ability to deliver.
- Encouraging and supporting personal development and an open culture of learning across the organisation.
- Providing managerial leadership and vision that will enable development, innovative, flexible and community focused approaches to service delivery.
- Delivering services around the needs and choices of individuals and the wider community, ensuring they are targeted on improving outcomes.

**Performance Management**

- Ensuring strategies for improving services are in place and support the transformation agenda.
- Establishing benchmarks for service development and customer service, monitoring progress against them and taking remedial action when required.
- Ensuring there are systems in place to deal with poor performance by Council-run services and those provided by strategic partners, contractors and other agencies.



#### **Crisis Management**

- Supporting the Executive Director at a strategic level and collaboratively working with strategic partners and external agencies, as required.
- Identifying and resolving crisis issues in emergency planning or business continuity.
- Developing efficiency and resilient teams within the authority to the required standard.

#### **Communications**

- Enhancing the Council's image and reputation (internally and externally) by developing and implementing effective communications.
- Ensuring the Council is marketed and promoted in a positive way.

#### **Strategic Management**

- To work collaboratively with Elected Members and the Corporate Management Team to achieve improvement and business transformation in all Council areas.
- To take the lead responsibility for the delivery of an effective and confident Council by leading and inspiring initiatives which ensure services are at the forefront in terms of innovation, delivery, quality and best practice.
- To act as an ambassador for the Council, promoting and developing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

#### **Resource Management**

- To ensure that sufficient resources from the Council are and strategic partners that have been identified are available, and are effectively used to provide value for money.

#### **Financial Management**

- To ensure that the department meets its and the Council's financial objectives.
- To ensure financial regulations are adhered to throughout the Council.

### **5. Job Knowledge, Skills & Experience**

#### **Knowledge:**

- Demonstrates commercial and business acumen.
- Keeps up-to-date with competitor information and market trends.
- Maintains awareness of developments in the organisational structure and politics.
- Tenacious drive for continuous improvement.
- Demonstrates financial awareness and controls costs in terms of profit, loss and added value.

#### **Skills and Abilities:**

- Proven ability to take responsibility for actions, projects and people, take initiative and work under own direction, initiate and generate activity and introduce changes into



work processes and make quick, clear decisions which may include tough choices or considered risks.

- Proven ability as a strong leader with energy, flair, resilience and credibility. Provide others with a clear direction; inspire, lead, motivate and empower others; recruit staff of a high calibre; provide staff with development opportunities and coaching and set appropriate standards of behaviour.
- Excellent ability to work strategically to realise organisational goals, demonstrate creativity, initiative, resourcefulness and resilience.
- Proven ability to adapt to changing circumstances and tolerate ambiguity, accept new ideas and change initiatives and adapt interpersonal style to suit different people or situations.
- Proven ability to establish good relationships with customers, staff and partners. Communicate well with people at all levels, including Directors, Members and strategic partners. Build wide and effective networks of contacts.
- Proven ability to gain clear agreement and commitment from others by persuading, convincing and negotiating. Make effective use of political processes to influence and persuade others.

**Experience:**

- Experience of consistent achievement as a senior manager in one of the service areas including evidence of a clear understanding of the statutory and regulatory functions relating to public standards and provision in the public sector.
- Experience of leading significant customer focused transformational change programmes which had major impact on staff and processes.
- Experience in developing effective working relationships, partnering with other agencies and organisations in the private, public and third sector (voluntary).
- Experience of strategic management and achieving sustainable improvements, with the ability to translate strategic objectives into operational plans.
- Experience of effective budget management at a high level and accountability for strict monitoring of resources.
- Evidence of commercial and business acumen, exploiting new opportunities to achieve output related changes and an outward customer facing and community focus.

**6 Job Context:**

Peterborough City Council's new Strategic Client Service is the council's front line for dealing with companies responsible for delivering key services to our communities. Services such as refuse collection, culture and leisure and back office functions such as IT, finance and HR.

This role is a key second tier post within Strategic Resources responsible for delivering an integrated response to client needs and demands in the areas outlined above. It will play a fundamental role in delivering the Council's Medium-Term Financial Plan and achieving the city's growth aspirations within the context of robust financial planning.



**7. Job Challenges:**

During the past few years, the Council has commenced a programme of activity to transfer various functions and responsibilities into externally managed services. The transfers of operational responsibility include:

Function/Responsibility	External Management
Housing Management	Cross Keys Homes
Highways Design Services	Atkins
Highways Maintenance	Ringway
Office Supplies	Office Depot
Print and Design	Danwood
Leisure and Cultural Services	Vivacity
ICT	Serco
City Services	Enterprise
Strategic Resources (back office functions)	Serco

This changing nature of service delivery will require a change to the operational and managerial model for the Council in order to satisfactorily drive operational performance, financial sustainability and customer responsiveness from its third party suppliers.

Key challenges for the role ahead are:

- Responsibility for effectively and efficiently commissioning, monitoring, reviewing, challenging and driving all third-party relationships.
- Review the achievement of outcomes and engage and consult with service users, staff and other stakeholders at all stages of the process.
- Drive the business transformation programme to deliver the Council's Medium-Term Financial Plan.
- Secure stakeholder support and buy-in for the transformation agenda.

**8 Key Relationships:**

**Relationship with the line manager – Executive Director of Resources**

Annual objectives are set through the performance development process and a delivery contract. An interim review takes place at 6 months and 1-2-1 meetings take place weekly.

**Relationship with direct reports**

All direct reports are subject to the corporate PDR process with delivery contracts with individuals to meet the objectives set within the service plan, thus contributing to the Single Delivery Plan and Cabinet Priorities. All direct reports have 1-2-1 supervision sessions monthly.

**Other contacts:**

**Elected Members:** contact on a regular basis (weekly to monthly) both formally and informally with a range of Elected Members including Cabinet Members and Chairs and





Members of scrutiny panels.

**Directors and chairs of corporate groups** established to deliver specific priorities.

**Strategic Partners:** senior managers and directors leading the strategic partnerships with Peterborough City Council. This includes both public (e.g. health, police and other councils and private sector bodies (Serco, Enterprise, Atkins and Ringway).

#### 9. Key Relationships Decision Making Authority:

- This role will contribute to all strategic decisions relating to its specialist portfolio. It will also be responsible for all operational decisions relating to the business and specialist area. The post-holder will exercise judgement to decide which matters to keep the Executive Director of Resources informed of on a "need to know" basis.
- The post-holder will inform and/or consult the Executive Director about all political, financial and media sensitive and complex matters relating to the business areas.
- The post-holder will take responsibility for financial decisions within the overall budget of the service and corporate standing orders and financial regulations.
- The post-holder will make recommendations to the Executive Director in relation to the strategic policy and planning of their services, identifying priorities and developing plans in response to those priorities.
- The post-holder will contribute to the strategic development of the department as a member of the Strategic Resources Management Board.

#### 10. Additional Information:

The new role will carry responsibilities for motivating and inspiring staff across different disciplines and organisations and will have a critical strategic responsibility.

