

EMPLOYMENT COMMITTEE

WEDNESDAY 12 FEBRUARY 2014
2.30 PM

Forli Room - Town Hall

AGENDA

Page No

1. **Apologies for Absence**
2. **Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. **Communities Senior Management Structure - Proposed Job Descriptions and Job Evaluation Process** 3 - 18

Committee Members:

Councillors: Lamb (Chairman), Holdich (Vice Chairman), Walsh, Fitzgerald, Khan, Swift and Sandford

Substitutes: Councillors: Cereste, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – gemma.george@peterborough.gov.uk



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

This page is intentionally left blank

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 3
12 FEBRUARY 2014	PUBLIC REPORT

Contact Officer(s):	Wendi Ogle-Welbourn, Director for Communities	Tel. (01733) 863749
---------------------	---	---------------------

COMMUNITIES SENIOR MANAGEMENT STRUCTURE: PROPOSED JOB DESCRIPTIONS AND JOB EVALUATION PROCESS

RECOMMENDATIONS	
FROM : Director for Communities	
It is recommended that Employment Committee agrees the proposed job descriptions for the newly created posts in the Communities Directorate (Appendix 1).	

1. ORIGIN OF REPORT

1.1 This report follows the initial paper submitted to Employment Committee on 3rd February 2014 by the Director for Communities regarding the new senior management structure in the Communities Directorate. It provides further detail in relation to the job descriptions for those posts, which form the new senior management team.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Employment Committee with the opportunity to ensure that all roles, which have either been newly created or revised as a result of the senior management proposal, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service, and determine terms and conditions of employment'.
- No. 2.3.1.5 'To consider, and recommend appropriate actions where necessary in response to executive proposals relating to: (a) changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
---	-----------	---	-----

4. BACKGROUND

4.1 Process for Creating / Amending Job Descriptions

4.1.1 The senior management structure proposed by the Director for Communities led to the creation of 2 new posts.

4.1.2 Detailed job descriptions were written for the newly-created posts:

- Assistant Director for Specialist Commissioning
- Assistant Director for Communities and Targeted Services (Deputy)

4.1.3 In addition, the following posts were deleted as they were no longer needed:

- Assistant Director Commissioning Adult Services
- Assistant Director Commissioning Children's Services
- Associate Director Public Health
- Head of Neighbourhoods
- Head of Specialist Commissioning Children's Services

4.1.4 The job descriptions for the two newly created Assistant Director posts were written by the Director for Communities, in conjunction with the HR Manager for Children's Services using a standard template to ensure consistency and to facilitate the evaluation process.

4.1.5 Careful consideration was given to the competencies required, resulting in the creation of a number of generic competencies across both job descriptions at this level in relation to areas such as leadership and performance. In addition, the job descriptions identify common skills and experience, which are deemed necessary to operate successfully at a senior level within Peterborough City Council.

4.1.6 Job descriptions were then reviewed and approved by the Chief Executive and shared with the relevant portfolio holder in accordance with Part 3 Section 2.3.3.11 of the Constitution before being submitted for approval to Employment Committee.

4.1.7 Please refer to Appendix 1 for the draft job descriptions.

5. JOB EVALUATION PROCESS

5.1 The grading of posts at Head of Service level and above at Peterborough City Council is determined by reference to the Hay Group Job Evaluation Method, which is applied to determine the relative size and importance of jobs within the Council as well as their difficulty.

5.2 The job evaluation process is the same as that applied to the Director roles presented to committee previously.

6. JOB EVALUATION OUTCOMES / NEXT STEPS

6.1 The draft job descriptions in Appendix 1 have been reviewed by Hay to provide an indicative point score. The point scores will not be finalised until the job descriptions are agreed by Employment Committee and any recommended changes are implemented.

6.2 Once Hay have confirmed the evaluation outcomes, the post of Assistant Director for Specialist Commissioning will be advertised in accordance with Council policy and individuals will have the opportunity to apply. Interviews will be conducted by Employment Committee and 'at risk' applicants will be given priority.

6.3 As it has been agreed that the Head of Neighbourhoods slots to the post of Assistant Director for Communities and Targeted Services (Deputy), this post will not be advertised. A further report will be submitted to Employment Committee, recommending the formal appointment of the Head of Neighbourhoods to the post of Assistant Director for Communities and Targeted Services (Deputy).

7. IMPLICATIONS

- 7.1 This paper deals with the senior management posts within the Communities directorate. The proposed job descriptions will be subject to independent evaluation by Hay, as with all job descriptions for posts at Head of Service level or above across the Council. As a result, there should be no implications for any other area, as all senior management posts will be subject to the same evaluation process, thereby ensuring consistency, equitability and fairness in the evaluation of senior manager roles at Peterborough City Council.

8. CONSULTATION

- 8.1 No unions are recognised for collective bargaining purposes for senior managers however the trade unions have been notified and those staff impacted by the proposals have been consulted with individually and in accordance with Council policies, as part of the development of the new Communities directorate.
- 8.2 Staff within the Communities directorate and the Executive Directors for Adult and Children's Services have had the opportunity to provide feedback on the senior management structure proposals and this feedback has shaped the Director for Communities conclusions, including the content of the job descriptions.

9. ANTICIPATED OUTCOMES

- 9.1 The Council will have detailed job descriptions in place for its senior managers within the Communities directorate, which clearly define the scope of the role and the associated accountabilities and responsibilities as well as the knowledge, skills and experience required on the part of the post holder to successfully perform in the role.

The Council can be reassured that a rigorous job analysis and evaluation process was undertaken in relation to the grading of the senior management posts considered in this paper.

- 9.2 Through the implementation of an independent and rigorous job evaluation process, the Council can demonstrate credibility, discipline and fairness in managing its resources and will be able to maintain equity within its compensation processes and minimise the risk of equal pay issues.

10. REASONS FOR RECOMMENDATIONS

- 10.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 Consideration was given as to whether job descriptions needed to be reviewed and re-evaluated for posts within the senior management team. As there were significant changes in these posts, it was agreed that failure to revise and re-evaluate these job descriptions could lead to inconsistencies and inequalities.

12. BACKGROUND DOCUMENTS

- 12.1 JNC Chief Officer Handbook

13. APPENDICES

- Appendix 1: Draft Job Descriptions

This page is intentionally left blank

DRAFT JOB DESCRIPTIONS

- Assistant Director for Specialist Commissioning
- Assistant Director for Communities and Targeted Services (Deputy)

Draft Job Description

JOB TITLE: Assistant Director for Specialist Commissioning

REPORTS TO: Director for Communities

Job Purpose

To be accountable for the commissioning of all services to people with complex and/or enduring needs, including:

- Children and young people 'in care' and on the 'edge of care' and associated family support services and specialist assessments;
- Adults with significant learning disabilities;
- Adults, children and young people with Mental Health difficulties;
- Adults, children and young people with substance misuse difficulties
- Older people.

To hold lead responsibility for the commissioning of community based health services for children and young people, including school nursing, allied health professionals and similar services as these become the responsibility of the local authority, e.g. Health visiting in 2015.

To hold lead responsibility for the commissioning of public health services, such as, drug and alcohol services, domestic and sexual violence and sexual health services.

To ensure that all commissioning and service delivery activities:

- Are evidence based;
- Relate to outcomes;
- Deliver value for money;
- Promote independence, and;
- Enable communities to be self-sustaining wherever possible.

And that all services are delivered or commissioned:

- At the right time;
- By the right people;
- In the right place, and;
- At the right cost.

Organisation

The Assistant Director for Specialist Commissioning is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 120 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Specialist Commissioning post will be determined following appointment to the post.

The Assistant Director for Specialist Commissioning will be responsible for a gross budget in the region of £87m.

Principal Accountabilities / Responsibilities

The Assistant Director, Commissioning reports to the Director of Communities and is accountable for:

- Commissioning for Adult Mental Health;
- Commissioning for adults with Learning Disabilities;
- Commissioning for Older People/physical Disability/Sensory Impairments/HIV & Carers;
- Resource allocation panels;
- Commissioning for Children in Care and on the Edge of Care;
- Commissioning for complex Educational needs;
- Commissioning, Community Health, CAMHs, Substance Misuse, Sexual Health & Domestic Violence;
- Clare Lodge secure children's home;
- Early Help services and Integrated Processes for children and young people.

In addition the Assistant Director, Specialist Commissioning, chairs the Peterborough Access to Support and Joint Agency Support panels. These panels agree resource allocation to meet the needs of children, young people and their families with complex needs. These panels also contribute to effective safeguarding arrangements through their role of quality assuring assessment of need of our most vulnerable children and their families.

The Assistant Director has lead accountability for delivering the Council's ambition to commission and deliver cost effective services to people with complex needs that are outcomes focused, evidence-based and promote independence and re-ablement, and over which users of services can have influence, choice and control. This includes lead responsibility for working with partner agencies to develop joint commissioning approaches that achieve these objectives while reducing duplication and delivering coordinated and person-centred interventions and care and so requires the post-holder:

- To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
- To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
- To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
- To ensure the principle of co-production is adopted wherever possible, and that the voice of service users and whole communities and other key stakeholders influences the strategic design, performance management and review of commissioned and delivered services.
- To ensure that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
- To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
- To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
- To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
- External to the organisation, the Assistant Director for Specialist Commissioning will be required

to play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

- To have accountability for all day to day decision making within their area of the Directorate. This includes decisions relating to all aspects of service design and delivery affecting individuals, households and communities.
- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Director for Communities in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- Take a lead role in developing and shaping the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy and in all activities relating to the commissioning of a range of health and wellbeing services including within the Council, Clinical Commissioning Group and Public Health England;
- Lead the development of the strategic commissioning framework as related to specialist commissioning and which shapes collaboration, contracting and procurement requirements while managing and developing the market in Peterborough to the benefit of the population, specifically in relation to;
 - Children and young people in care and on the edge of care;
 - Meeting the community health needs of children and young people including CAMH services, sexual health and substance misuse;
 - Adults with learning disabilities;
 - Adults with mental health needs;
 - Older people;
- Lead relevant partnerships that ensure effective collaboration and commissioning within Re-ablement and Specialist services as outlined above and in doing so, provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value

for money of these services;

- Ensure that strategic commissioning activities deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by service users in line with their aspirations and needs as well as those of other stakeholders, while improving value for money;
- Ensure that the voice of the users of services, their families and communities is heard at every level within the organisation and within partnership arrangements;
- Provide leadership to the secure children's home at Clare Lodge as preparations are made for its' outsourcing;
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Director for Communities.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs;
 - The use of business and operational process improvements;
 - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
 - The use of incentivisation approaches such as payment by results;
 - The better use of demand management;
 - Improved asset management;
 - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy

developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.

- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional

practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Draft Job Description

JOB TITLE: Assistant Director for Communities and Targeted Services
(and Deputy Director for Communities)

REPORTS TO: Director for Communities

Job Purpose

To lead and be accountable for strategies and services that build confidence, capacity and resilience in our communities, including:

- Strategic Housing
- Community Safety
- 0-19 services
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Delivery of the Short Breaks service

To ensure services meet evidenced community need, and that communities are supported, empowered and given the tools to be at the heart of the council's commissioning frameworks.

To lead on the development and establishment of strategies that identify individual, household and community-wide difficulties and challenges early, and ensure that services are developed and delivered that prevent these from escalating.

To lead on a range of targeted and universal solutions to challenges affecting children, young people, adults, families and communities through enabling collaboration, innovation and transformation across the Council and between partners.

To lead all aspects of the council's community development work in line with local and national strategies and policies including the Localism Agenda.

To be accountable for brokering and/or leading joined-up responses and solutions to challenging community issues across both the council and our wider partnerships.

To be a full participating member of the Communities Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the Communities vision and strategy with partners, community representatives, DMT colleagues and all employees.

To act as the deputy to the Director for Communities.

Organisation

The Assistant Director for Communities and Targeted Services is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 271 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Communities and Targeted Services post will be determined following appointment to the post.

The Assistant Director for Communities and Targeted Services will be responsible for a gross budget in the region of £16m.

Principal Accountabilities / Responsibilities

The Assistant Director is responsible for leading and managing the following teams:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
 - Community Safety: including ASB and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
 - 0-19 services: including Youth in Localities, NEET, Early Years and Adolescent Intervention
 - Community Cohesion and Social Inclusion
 - Community Development
 - Public Health Delivery
 - Delivery of the Short Breaks service
-
- To have lead accountability for delivering the Council's ambition to position communities at the heart of our commissioning and decision making frameworks, and for ensuring difficulties in communities are identified early and services put in place to prevent them from escalating.
 - To be accountable for the results and improvement in performance of the specific service area. There is also a shared responsibility for ensuring that all service areas work together effectively to commission and deliver cost effective services that meet the needs of the citizens of Peterborough.
 - To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
 - To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
 - To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
 - To ensure the principle of co-production is adopted wherever possible, and that the voice of service users and whole communities and other key stakeholders influences the strategic design, performance management and review of commissioned and delivered services.
 - To ensure that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
 - To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
 - To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
 - To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
 - External to the organisation, the Assistant Director for Communities and Targeted Services will be required to play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
 - To have accountability for all day to day decision making within their area of the Directorate. This includes decisions relating to all aspects of service design and delivery affecting individuals, households and communities.

- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Director for Communities in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- To lead the development of the community development and participation framework to ensure that needs and challenges are identified early and to enable appropriate services to be provided.
- To lead relevant partnerships that ensure effective collaboration and service delivery, and that inform and respond to commissioning requirements and decisions.
- To provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value for money of all services.
- To ensure that services deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by communities in line with their aspirations and needs as well as those of other stakeholders, while improving value for money.
- To ensure that the voice of individuals, households and communities is heard at every level within the organisation and within partnership arrangements.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Director for Communities.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public

of Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:

- The strategic re-design of services and their costs;
 - The use of business and operational process improvements;
 - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
 - The use of incentivisation approaches such as payment by results;
 - The better use of demand management;
 - Improved asset management;
 - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
 - To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
 - To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
 - To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements

and local services.

- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.