

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4 (SUPPLEMENTARY INFORMATION)
27 January 2015	PUBLIC REPORT

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SENIOR MANAGEMENT RESTRUCTURE – PHASE TWO: PROPOSED JOB DESCRIPTIONS AND JOB EVALUATION PROCESS

RECOMMENDATIONS	
FROM : Chief Executive	
It is recommended that the Employment Committee agrees the proposed job descriptions for the posts arising from phase two of the senior management restructuring set out in paragraph 3.1 of this report.	

1. PURPOSE AND REASON FOR REPORT

- 1.1 The purpose of this report is to provide Employment Committee with the opportunity to ensure that all roles, which have been newly created as a result of the senior management restructuring, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.
- 1.2 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’.

2. TIMESCALE

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

- 3.1 At its meeting on 22 January 2015, the Employment Committee considered proposals made by the Chief Executive for phase 2 of her senior management restructure. Within these proposals, the following new posts were created:
- Corporate Director: People & Communities
 - Service Director: Children’s Services
 - Service Director: Adults & Communities
 - Assistant Director: Digital Peterborough
 - In addition, the role of Assistant Director: Commercial Operations was redesignated Service Director: City Services & Communications

3.2 Detailed job descriptions for the post was written by the Chief Executive, in conjunction with Human Resources input using a standard template to ensure consistency and to facilitate the evaluation process. The draft job descriptions are set out in Appendix 1. Copies of the new organisation charts are set out in Appendix 2.

3.3 In drafting the job descriptions, careful consideration was given to the competencies required, 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. JOB EVALUATION PROCESS

4.1 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. The job evaluation process is the same as that applied to the Director roles presented to this committee on 3 February 2014 and approved by Full Council at its meeting on 16 April 2014.

5. JOB EVALUATION OUTCOMES / NEXT STEPS

5.1 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 considered by Employment Committee and any agreed changes are implemented. Once Hay have confirmed the evaluation outcomes, the new posts will be advertised in accordance with Council policy and individuals will have the opportunity to apply. Interviews will be conducted by Employment Committee.

6. IMPLICATIONS

6.1 Financial – there are no financial implications directly arising from this report. The financial implications of the restructuring proposals were reported to this Committee at its meeting on 22 January 2015.

6.2 Legal – Under part 1, paragraph 4(F) of the Employment Rights Act 1996 the Council is obliged to provide employees with a job description. By having accurate up to date job descriptions this not only ensures that the Council fulfils this obligation but also ensures that the requirements of the job are enshrined as contractual.

6.3 Human Resources -This paper deals with senior management posts established under the senior management restructure. 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, ensuring consistency, equitability and fairness in the evaluation of senior manager roles at Peterborough City Council.

7. CONSULTATION

7.1 The consultation document was sent to all directors, heads of service and assistant directors who were affected by the proposals. Before the document was published the Chief Executive met with those managers affected by the proposals on a one to one basis. During the consultation period all senior managers affected by the proposals were offered a formal consultation meeting with the Chief Executive. In addition written comments were invited.

8. ANTICIPATED OUTCOMES

- 8.1 The Council will have detailed job descriptions in place for its senior managers, 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. Through the implementation of an independent and rigorous job evaluation process, the Council can demonstrate credibility, transparency 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.

9. REASONS FOR RECOMMENDATIONS

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

10. BACKGROUND DOCUMENTS

JNC Chief Officer Handbook, Hay Job Evaluation Scheme, Report to Employment Committee 22 January 2015

APPENDICES

Appendix 1 Job Descriptions



Job Description

JOB TITLE: Corporate Director: People & Communities

REPORTS TO: Chief Executive

Job Purpose

To lead, develop, manage and direct services relating to adult and children's social care, commissioning and operations, public health, education and skills, community safety and housing being responsible for:

- The professional leadership, strategy and effectiveness of local authority adults and children's services, public health, education and skills, community safety and housing services
- Securing the provision of services which address the needs of all vulnerable adults, children, young people and communities
- The provision of statutory local authority functions relating to adults and children's services, public health, education and skills, community safety and housing services
- Integrated commissioning and delivery with partner agencies; particularly health and the police

To identify, lead and commission strategies to deliver the Council's vision for the provision of Social Care to Children's and Adults' ensuring that the needs of the local community are achieved.

To assess, plan and commission services for the whole population in the Council's area in partnership with other Council Departments, statutory agencies and organisations and in consultation with the wider community, including independent and voluntary sector organisations involved in health and social care for adults, children and families.

As the Council's statutory Director of Children's Services and Director of Adult Social Services, to advise the Chief Executive, Leader of the Council, relevant Lead Member or Lead Members, Corporate Leadership Team and Council on the following matters:

- Children's safeguarding and social care
- Adults' safeguarding and social care
- Schools services and special educational needs
- Youth services and youth offending
- Early intervention and prevention
- Complex families and chaotic adults
- Personalisation
- Joint working with health partners
- Public health
- Community Safety
- Housing

Statutory Officer Role

The post holder will hold the statutory post of Director of Adult Social Services and will exercise the Social Services functions of the Council as set out in Schedule 1 of the Local Authority Social Services Act 1970.

The post holder will also hold the Statutory Post of Director of Children's Services and will exercise the functions as set out in Section 18 of the Children Act 2004.

The post holder has direct access to the Head of Paid Service, Cabinet and Members in order to fulfil their statutory functions.

Organisation

The role is a Tier 1 post reporting directly to the Chief Executive and is a full member of the Councils Corporate Management Team.

The role has several distinct areas of operation as noted above.

Key member accountability is to the following Cabinet Members:

- Adult Social Care
- Communities & Environmental Capital
- Children's Services

Direct responsibility for the budgets of each of the service areas above. The gross budget for this directorate is in the region of £89m (revenue) and £4.7m (capital).

Staff

The staffing numbers across the teams fluctuate, and some posts are filled on a temporary basis, but the estimated headcount across the services is 954 employees broken down as follows:

- Children's Services 280
- Adult Social Care & Well Being 270
- Communities 404

The post holder will have 5 direct reports.

Principal Accountabilities / Responsibilities

Corporate Directors will, as members of the Corporate Management Team, work together to enable corporate responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Peterborough as a place as well as PCC as the democratic agent of change in the region.

As the Council's statutory Director of Children's Services and Director of Adult Social Services, to advise the Chief Executive, Leader of the Council, relevant Lead Member or Lead Members, Corporate Leadership Team and Council on the following matters:

- Children's safeguarding and social care
- Adults' safeguarding and social care
- Schools services and special educational needs
- Youth services and youth offending
- Early intervention and prevention
- Complex families and chaotic adults
- Personalisation

- Joint working with health partners

Champion and support strategic cohesion in the delivery of children's services by maintaining and developing key links between specialist children's services, education services, early intervention and preventative services via bodies including the Local Safeguarding Children Board.

Identify and deliver commissioning strategies to ensure effective assessment and services are in place to support young people with social care needs during childhood, transition to adulthood and that a framework of safeguarding is in place to protect them.

To lead and direct the development and enhancement of a broad strategic commissioning framework to deliver highest quality services for the people of Peterborough delivering an integrated whole systems approach to commissioning:

- To work with the Chief Executive to lead and be responsible for the Council's People Commissioning Strategy.
- Ensure that children's and adult's safeguarding is a corporate and universal priority, through effective performance monitoring and management within the directorate and through wider communication and engagement across PCC.
- Direct the strategic delivery of Children's and Adult Social Care to ensure that the maximum budgetary and service improvements are achieved.
- Work in partnership with Health to enable full integration of health provision into the Council's services.
- To be a member of the Local Safeguarding Children Board and the Vulnerable Adults Safeguarding Board.
- Undertake such other duties as the City Council may reasonably require commensurate with the seniority of the post.

Leadership

- To lead the Departmental Management Team to effectively manage resources of the team ensuring delivery of corporate priorities and service user requirements.
- Provide inspirational leadership to a diverse multidisciplinary workforce, driving customer focused service delivery, embedding and culture of change, continuous improvement, common professional standards and excellent people management and engagement ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination whether it is intentional, unintentional or institutional.
- Actively encourage innovation and creativity across the services managed pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- Ensure the relevant professional and occupational standards and standards of conduct are maintained across Health and Adult Services provided or commissioned by the Council.
- Manage all the Council's staff involved in planning, commissioning and/or providing Health and Adult Services and ensure their welfare and professional development. This includes shared responsibility for staff appointed to jointly funded posts between the Council and other agencies/organisations involved in Health and Adult Services or healthcare.
- Manage the performance of Health and Adult services, managers and staff through formal objective setting and performance appraisal.
- Act as the principal point of contact within the local authority for the conduct of Children, Health and Adult Services business with national organisations, including the Care Quality Commission (CQC) and Ofsted.

Performance and Risk Management

- As a member of the Corporate Management Team to be accountable for the overall management, resources and performance of the City Council.
- To ensure that management plans and strategies are regularly reviewed and updated to support performance improvement.

- To monitor the performance of the City Council services and to lead corrective action where performance falls short of policy objectives.

Financial Management

- To exercise any functions of the Council that are delegated to the post holder under the Council's Officer Scheme of Delegation.
- To work closely and constructively with executive councillors, relevant portfolio leads, scrutiny chairs and political group leaders/spokespersons in providing information and through the council's decision making processes.
- Ensure that national standards in respect of corporate governance, probity and workforce are upheld.
- To ensure that the policies of the City Council and the services provided or commissioned by the City Council are fit for purpose and mutually reinforcing.
- Ensure that the services provided or commissioned by the Council are efficient, effective and value for money.
- Plan, direct and monitor, in consultation with the Corporate Director of Resources, the preparation of annual revenue and capital estimates within the budgetary allocation agreed by the City Council.
- Actively monitor the arrangements for the management of the Directorate current at any particular time, and to advise the City Council of any changes in the organisation which he/she considers desirable to secure the retention of an appropriately qualified and trained workforce which takes full account of changing needs and resource availability.
- Inform the Chief Executive of all matters affecting the performance of his/her role as Chief Executive of the City Council including giving advance notice of Executive business.
- Appraise the Chief Executive, the Executive Members and relevant group spokespersons of matters arising which are particularly sensitive in nature or controversial.

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.

Job Description

JOB TITLE: **Service Director: Adults Services and Communities
and Deputy Director for People & Communities**

REPORTS TO: **Corporate Director: People & Communities**

Job Purpose

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

- Strategic Housing
- Public Health Delivery
- Community Safety
- Youth Offending and Integrated Offender Management
- Adult Social Care Commissioning and Delivery
- Community Cohesion and Social Inclusion
- Community Development
- Customer Experience Programme

To ensure services meet evidenced community need, and that communities are supported, empowered and given the tools to help themselves.

To lead, develop, manage and direct the Customer Experience programme to ensure identification of individual, household and community-wide difficulties and challenges early, and ensures that services are developed and delivered that prevent these from escalating.

To lead, develop, manage and direct Community safety services ensuring effective and efficient delivery of the annual Community Safety Plan as agreed by the Community Safety Partnership.

To lead, develop, manage and direct the Offending Services ensuring the services deliver to the MOJ and other related inspection standards.

To lead, develop, manage and direct Strategic Housing Public Health delivery services ensuring statutory duties are met and inequalities reduced.

To lead, develop, manage and direct Adult Social Care services ensuring statutory duties are met and the highest possible quality of service is delivered or commissioned within the resources available and that all services promote independence, choice and engagement of people with care needs within their communities.

To lead on a range of targeted and universal solutions to challenges affecting adults, young people 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 promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all Council services, including stakeholders and partners in

compliance with national and local procedures and protocols.

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 People & Communities Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the People & Communities vision and strategy with partners, community representatives, DMT colleagues and all employees.

To take full deputy accountabilities for the Corporate Director: People & Communities across the full range of the service responsibilities for the role.

Statutory Officer Role

This post is not a Statutory Officer. However as the Deputy to the Corporate Director: People and Communities the postholder will from time to time be required to act as the statutory Director of Adult Social Services and exercise the Social Services functions of the Council as set out in Schedule 1 of the Local Authority Social Services Act 1970. The post holder will direct access to the Head of Paid Service, Cabinet and Members in order to fulfil these statutory functions.

Organisation

The Service Director for Adults Services and Communities is a Tier 2 post reporting directly to the Corporate Director of People & Communities and the post holder is a full member of the Departmental Management Team.

The post will have shared ownership of the full Adult Social Care, Communities and Public Health budget (£65 m), sharing budget responsibility with the Corporate Director of People for those services which are delivered operationally within the People directorate.

The post holder will be responsible for approx. 270 staff across a range of specialities. The appropriate reporting structure underneath the Service Director for Adults and Communities Services post will be determined following appointment to the post.

The Service Director for Adults and Community Services will be responsible for a gross budget in the region of £39m.

Principal Accountabilities / Responsibilities

- To act as Deputy to the Corporate Director in terms of the provision of the full range of services in this area of the business.
- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.
- To promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- To have the corporate lead on transition arrangements between children services and adult care services.
- To ensure the effective functioning of the Partnership Boards in the implementation of the Commissioning Strategies for Older People, Mental Health, Learning Disabilities, Physical and Sensory Impairment and Carers; Public Health, Community Safety, Housing, Community and Customer.
- To facilitate partnership arrangements between the Local Authority, Clinical Commissioning Group, Acute Hospital Trusts, Community Health and Mental Health Trust, Police, Housing Associations, Probation Services, Fire Service and the third sector, adopting an integrative approach working with colleagues across the various agencies.
- To be responsible for the delivery of safe and effective outcomes for externally

commissioned services.

- The Service 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, Youth Offending and the Connecting Families Programme;
 - Community Cohesion and Social Inclusion;
 - Community Development;
 - Adult social care commissioning and delivery;
 - Public health delivery;
 - Customer Experience programme.
- 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.
- 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 a very close working relationship is developed and maintained with the Director for People & 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 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, commissioning 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 Corporate Director for People & 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 Corporate Director for People & 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 Corporate Director for People & 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.

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.

Job Description

JOB TITLE: Service Director: Children's Services

REPORTS TO: Corporate Director for People and Communities

Job Purpose

To be accountable for the commissioning and delivery of services to children and young people, including:

- Children and young people 'in need', 'on the edge of care' and 'in care/leaving care' and associated support services and specialist assessments
- Children and young people with emotional and Mental Health difficulties
- Children and young people with substance misuse difficulties
- Healthy Child Programme
- Children with disabilities and additional needs
- Children missing from home and care
- Children subject to sexual exploitation

To be accountable for the operation of:

- Adult and Children Safeguarding Boards
- Multi-agency Safeguarding Hub (MASH)
- Short Break Services
- Claire Lodge

To have responsibility for the commissioning and delivery of community based health services for children and young people, including healthy child programme, school nursing, allied health professionals and similar services as these become the responsibility of the local authority. e.g. Health Visiting.

To have responsibility for the respite care homes and female welfare secure unit, ensuring that they are delivered to the highest quality and required Ofsted standards.

To promote and safeguard the welfare of children, ensuring this principle, culture and practice is embedded throughout all Council services, including stakeholders and partners in compliance with national and local procedures and protocols.

To lead, develop, manage and direct children's social care services ensuring statutory duties are met and the highest possible quality of service is delivered or commissioned within the resources available and that all services promote independence, choice.

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

To be the lead agency senior officer for the Council in ensuring the effective and efficient operation of the Adults and Children Safeguarding Board to ensure multi-agency protection of

adults and children.

To lead, develop, manage and direct the MASH to ensure effective and efficient multi-agency response to the identification of vulnerable adults and children.

To ensure the authority takes on full responsibility of their corporate parenting role.

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

To be responsible to the Corporate Director for the effective management and efficient performance of the Directorate within the service.

To ensure there is coherent planning between all agencies providing services for children and families. To promote high quality early years provision, including helping to develop the market, securing free early education for all three and four year olds and for all disadvantaged two year olds, providing information, advice and assistance to parents and prospective parents.

Statutory Officer Role

This post is not a Statutory Officer. However as the Children's Service Director to the Corporate Director: People and Communities the postholder will from time to time be required to act as the statutory Director of Children's Services as set out in Section 18 of the Children Act 2004. The post holder will have direct access to the Head of Paid Service, Cabinet and Members in order to fulfil these statutory functions.

Organisation

The Service Director for Children's Services is a Tier 2 post reporting directly to the Corporate Director of People and Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx.280 staff across a range of specialities. The Service Director for Specialist Commissioning will be responsible for a gross budget in the region of £47m

Principal Accountabilities / Responsibilities

- The Service Director, Children reports to the Corporate Director of People and Communities and is accountable for:
 - Commissioning and delivery for Children in Need, in Care/leaving care and on the Edge of Care;
 - Commissioning for complex Educational needs;
 - Commissioning and delivery of a range of services including; Community Health, CAMHs, Healthy Child Programme, School Nursing, Health Visiting;
 - Safeguarding of Children, Young People and vulnerable adults;
 - Clare Lodge secure children's home;
 - Cherry Lodge and the Manor respite care homes;
 - Early Help services and Integrated Processes for children and young people.
- To anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for children and their families.
- To ensure the effective functioning of the Partnership Boards in the implementation of the Commissioning Strategies for Children & Young People.
- To be responsible for the delivery of safe and effective outcomes for externally commissioned support.

- To take a lead role in the development of partnership work for the directorate in the context of coordinating all services for children and young people across, both internally to the City Council and externally through partnering agreements with external agencies.
- To ensure the directorate operates within the corporate expectations and fulfils the specific elements of the Corporate Plan relating to Children's Services.
- To be accountable for the results and improvement in performance of the specific service area.
- 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, commissioning and delivery affecting children and families.
- 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 Corporate Director for People & Communities in order that any other activities or priorities can be taken fully into account.
- To lead on the development of a new workforce to operate with and through schools which will work directly with families reducing the need for the provision of state care for children.
- To promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.
- To play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services.
- To work with the Corporate Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.
- To ensure that the impact of new legislation, government policy and all other developments which may impact on the Service Area is identified, analysed and implemented.
- To lead on cross cutting projects and policy reviews in accordance with corporate standards of project management.
- To be responsible for the Effective management of Children's services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.
- To manage all services within the defined resource envelope, taking remedial action where necessary.
- To ensure systems and processes are in place to manage resources effectively.
- To ensure the right range of services are in place that support children and young people to remain living in at home or in their local communities.

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 Corporate Director for People and 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 undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Corporate Director for People and 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.

PETERBOROUGH



Job Description

Department: Legal & Governance
Division/Section: Directorate
Job Title: **Service Director City Services & Communications**
Post No:
Grade:
Reports to: Director of Governance

Job Purpose

- To lead, be accountable for and direct City Centre Services.
- To ensure City Businesses prosper through the effective commercial management and development of Peterborough City Centre.
- To encourage visitation to Peterborough, ensuring the City is a place that residents, workers, visitors and commerce can do business in.
- To develop and lead on a visitor and cultural strategy for the City, contributing to the overall economic development of the City Council area as a whole.
- To maximise income streams and develop commercial opportunities for the City.
- To lead the co-ordination of major events in the City necessitating large scale planning & infrastructure management including closure of the City to transport. This includes being race Director of the Great Eastern Run, overseeing Charter Fairs, and agreeing large scale (10,000+) entertainment events.
- To develop and implement a communications strategy to manage the reputation of the council in a planned and sustained way, including advising corporate directors and elected members on optimum strategies to support developments, along with the communications implications of decisions, policies and plans.
- Establish and communicate the key messages and aims of the council in order to promote a positive image.
- To be responsible for the Councils Environmental Services (also provided to Rutland County Council) , Emergency Planning & Business Continuity Functions
- To oversee the day to day communications related demands of the City Council, reacting and responding in a way which represents the council's views, vision and values accurately.

Statutory Officer Role

This post is not a Statutory Officer.

Organisation

The Service Director: (Commercial operations & Communications) is a tier 2 post reporting directly to the Director of Governance and the post holder is a full member of the Governance directorate management team. The post holder has budget management responsibility for PCC revenue budgets of circa £8.2million.

The post holder will be responsible for approximately 50 staff and will manage the following services:

- City Centre Management
- Communications
- Parking Services (car park management, City wide parking enforcement, traffic management and road closures)
- Emergency Planning, Resilience and Business Continuity
- Environmental Services (also provided to Rutland County Council)
- Trading Standards
- Strategic Tourism and the Tourism Service (including the Visitor Centre and Travel Choice Centre)
- CCTV (and out of hours calls service)
- Markets
- Street Licensing & Street Trading
- City Centre Events
- Corporate Sponsorship

Principal Accountabilities/Responsibilities

- To develop successful partnerships with business, public and third sector organisations to ensure that high service standards are maintained and that issues and concerns raised are addressed.
- To work with partners to create a City centre where shopping, working, living, doing business and spending leisure time are pleasant experiences.
- To help gain sponsorship and other financial support for the City centre.
- To work with statutory bodies and other stakeholders, including potential developers and retail landlords, on development and regeneration of the City centre.
- To work with partners on promoting and organising events in the City centre, including preparation of promotional material and newsletters.
- To lead and develop external and internal marketing and communications as well as develop and implement a strategic approach to achieve goals.
- To ensure a planned and sustained approach to the management of the council's reputation in order to foster public and stakeholder confidence in and support for the Council.
- Develop and maintain procedures, standards and policies around media management, publishing, events, VIP visits, corporate identity, internal communications, local resident and other areas of communications to ensure they are implemented consistently and appropriately.
- Ensure that the values of the council are developed and reflected in all communications and advise staff about communicating consistently internally and externally to agreed standards.
- Establish and manage the council's corporate identity.
- Oversee the management of the council's website and intranet ensuring that the design elements are appropriate and in line with corporate identity, and oversee the editorial content to ensure relevant and timely information is available and up to date with local government initiatives and responsive to stakeholder needs.
- Produce internal and external communications strategies and action plans to win and retain the confidence of key stakeholders.
- Working with corporate directors and other senior managers, to support the development of a comprehensive marketing strategy, leading the work required on media and public relations.
- Maximise positive coverage and ensure balance in all media coverage, in order to promote public confidence in the council.
- Advise the corporate directors and elected members on media strategy and handling in order to ensure positive outcomes.
- Ensure that views are appropriately represented at all times by overseeing press releases, interviews, consultation and engagement responses and statements.
- To ensure a planned and sustained approach to communications, ensuring no surprises for corporate directors, Elected Members or staff.
- Promotes key events such as The Great Eastern Run to attract and retain local, national and international visitors to the area.

- Develops a Borough-wide brand, in partnership with all other agencies across all sectors, to ensure that the whole area is recognised as a place where people want to live, work, visit and invest.
- Promotes media relationships in an effective and coordinated manner, across the Council and, where appropriate, with partners.
- To develop the Council and the Borough's reputation, locally regionally, nationally and internationally.
- To lead on the Environmental Services function ensuring that the appropriate legislative requirements are enforced whilst supporting and enabling businesses to thrive. This includes Health & Safety and Trading Standards.
- Provide support to the Council's leadership and elected Members, assisting them to manage the Council's reputation internally and externally.
- Responsible for the effective performance management of the Marketing and Communications Service, ensuring the delivery of high quality, proactive services to the Council.
- In partnership with the Police, Fire Service and other statutory services, to be responsible for City Centre security including the CCTV services.
- To lead, be accountable for and direct City Centre Services.
- To lead the emergency planning function.
- To encourage visitation to Peterborough, ensuring the City is a place that residents, workers, visitors and commerce can do business in.
- To increase visitation and income to Peterborough through commercial management of City Centre resources including City Centre markets, Car Parks, the Embankment, Visitor Information Centre, Travel Choice Centre, Cathedral Square and other City Centre spaces & assets.
- To have lead accountability for the City's visitor development and prosperity.
- To ensure that Members have confidence in City Centre development. This will require regular meetings with the Leader of the Council and Cabinet Members to ensure that the priorities of the Council are met.

Leadership

- To have lead responsibility for influencing the Council and its key partners regarding City Centre and wider tourism issues bringing together innovative approaches to meet needs that are cost effective and deliver real improvements in outcomes.
- To ensure the Council fulfils its duties and functions in fulfilment of statutory obligations & the law in the operation of these services.
- To lead on the Council's visitor and cultural strategies in partnership with Vivacity.
- To provide inspirational leadership to a diverse multidisciplinary workforce, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement.
- To ensure managerial and strategic leadership of services reporting to this post.
- To manage all employees, and service performance in accordance with Council procedures and objectives.
- To manage staff, budgets and operational activities to ensure that quality, performance, service and financial objectives are met in accordance with the City Council's financial regulations, procedures and frameworks.
- To develop and sustain capacity and capability within the workforce.
- To actively promote the Council's Equal Opportunities Policies in all aspects of employment and service delivery.
- To contribute fully to the Governance management team.

Performance and Risk Management

- To ensure that management plans and strategies are regularly reviewed and updated to support performance improvement. To manage staff and relationships with partner organisations, businesses suppliers and other contractors.

- Be accountable for the achievement of service performance, outcomes, targets and objectives within approved budgets for the service.
- To monitor the performance of all managed services and to lead corrective action where performance falls short of policy objectives.

Financial Management and Governance

- Financial management of the revenue budgets delegated to the postholder.
- Lead negotiations, and establish service levels with third parties.
- Management of contractor and supplier budgets.
- Overall Budget responsibility for the capital investment budget.
- Manage operating costs of suppliers.
- Report on specific items to Corporate Management Team, Governance Management Team, and relevant Council bodies as appropriate.
- To exercise any functions of the Council that are delegated to the post holder under the Council's Officer Scheme of Delegation.
- To work closely and constructively with executive councillors, relevant portfolio leads, scrutiny chairs and political group leaders/spokespersons in providing information and through the council's decision making processes.
- Appraise the Director of Governance of matters arising which are particularly sensitive in nature or controversial.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a professional body are desirable.
- Significant knowledge of City Centre management, tourism, economic development, regeneration, large scale event management, marketing and communications are essential.
- Understanding of the role of the Council, its democratic operation and its responsibilities.
- Good knowledge regarding legislation and best practice & service operations regarding services reporting to this post are desirable.

Experience

- Experience of successful strategic and operational resource management, including the evaluation of competing priorities.
- Significant experience in managing regeneration projects and major developments
- Experience of developing and managing a transparent framework for compliance with national, regional and local requirements
- 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. Significant experience in leading communications including significant experience in managing media.
- 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.
- 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.

Job Description

Department: Resources
Division/Section: Directorate
Job Title: **Assistant Director Digital Peterborough**
Post No:
Grade:
Reports to: Corporate Director Resources

Job Purpose

- To be responsible for the design and delivery of a city digital strategy and to manage and lead the Digital Peterborough function.
- To provide strategic leadership for guiding Peterborough City Council and city bodies in developing, using and implementing digital technologies at local, regional, national and international levels and contribute to overall strategy and policy development.
- To direct, influence and progress digital developments in Peterborough and the wider LEP area to the benefit of PCC and Peterborough businesses and citizens.
- To direct the advancement and exploitation of Digital Peterborough through innovation including commercial opportunities.
- To ensure the Digital Peterborough programme meets the appropriate needs of clients and users fully reflecting technological advancement and maximising the application of IT for the benefit of the Council and city wide.
- To provide strategic direction for the councils' ICT Service in ensuring that value for money is delivered and appropriate commercial contracts are put in place for the following areas:
 - Third party spend with Serco
 - Third party spend outside of Serco.
- To represent Digital Peterborough as appropriate on transformation projects when working with the councils directorates.
- To manage and exploit the strategic partnership with CityFibre.
- To support the Corporate Director: Resources to develop and deliver the strategic vision of Peterborough City Council's Smart City ambition.

Statutory Officer Role

This post is not a Statutory Officer.

Organisation

The Assistant Director Digital Services is a tier 2 post reporting directly to the Executive Director, Resources and the post holder is a full member of the resources directorate management team. The post holder is responsible for ensuring that the Service Director Finance and Corporate Services has the necessary strategic and commercial support to ensure effective delivery of the Council ICT service and associated strategy.

The post holder will not initially be responsible for any staff and will have no direct reports. The post will have responsibility for budgets totalling approximately £2.5million.

Principal Accountabilities/Responsibilities

- To ensure the Digital Peterborough programme is fully integrated, developing coherent management and partnership structures.
- To develop an annual business plan for the service based on customer needs and within the approved budgetary parameters.
- To develop and update the Digital Peterborough programme.
- To systematically consult with Digital Peterborough stakeholders about their programmes and plans to increase citywide digital alignment.
- The post holder will be responsible for forming the Digital Peterborough Executive Board.
- To lead and take personal responsibility for programme and service improvement including major projects, new areas of activity and markets, technical developments, and the challenges of changing demands.
- To actively seek new funding opportunities and service strategies including partnership development, managed services and Best Value.
- To ensure effective relationships with clients and customers by providing specialist advice, techniques and activity and ensuring service improvement through engagement with the Digital Peterborough Executive Board, senior managers, Elected Members and external agencies.
- To work collaboratively within the City Council to review, promote and extend good practice and the effective integration of services and activities.
- To represent Digital Peterborough, and the City through local, national and international activities as required.
- To lead service delivery and project issues to achieve time and resource limited objectives as indicated by the Digital Peterborough programme.
- To contribute to the wider strategies of the City Council, the Local Strategic Partnership and the Local Enterprise Partnership as necessary.
- To lead and provide guidance to ensure the delivery of the programme through relevant Programme and Project Managers.
- To lead and monitor the proactive development of the digital service across the council.
- To lead on the development and application of policies, procedures and strategies pertaining to the use of digital technologies across Peterborough City Council, and to identify areas of improvement.
- To be responsive to the changing needs of the Council, the City, Regional, National and International bodies.
- To ensure that the Service is able to fully support its activities through suitable income generation at local, regional, national and international levels.
- To represent Digital Peterborough at a variety of public functions, events and meetings and present a professional and informed image.
- Within Digital Peterborough to ensure co-ordination and reporting including across teams and operational programmes.
- To manage, supervise and develop / train staff within digital services as appropriate.
- To support the Corporate Management Team.
- To contribute to any digital activity at an appropriate level.

Leadership

- To provide leadership in the management and development of staff and their work in teams to achieve corporate, team and personal objectives including individual and groups of projects.
- To establish and service Steering and Management Groups as appropriate, in order to build a strong and collaborative working relationship between partners.
- To lead on the development of digital service business, corporate and strategic plans and standards and their monitoring and collective review.
- To ensure the Council fulfils its duties and functions in fulfilment of statutory obligations & the law in the operation of these services.
- To provide inspirational leadership embedding a culture of change, continuous improvement, common professional standards and excellent people engagement.

- To ensure managerial and strategic leadership of services reporting to this post
- To manage all employees, and service performance in accordance with Council procedures and objectives.
- To manage staff, budgets and operational activities to ensure that quality, performance, service and financial objectives are met in accordance with the City Council's financial regulations, procedures and frameworks.
- To develop and sustain capacity and capability within the workforce.
- To actively promote the Council's Equal Opportunities Policies in all aspects of employment and service delivery.
- To contribute fully to the Resources management team.

Performance and Risk Management

- To ensure that management plans and strategies are regularly reviewed and updated to support performance improvement. To manage staff and relationships with partner organisations, businesses suppliers and other contractors.
- Be accountable for the achievement of service performance, outcomes, targets and objectives within approved budgets for the service.
- To monitor the performance of all managed services and to lead corrective action where performance falls short of policy objectives.

Financial Management and Governance

- Financial management of the revenue budgets delegated to the postholder.
- Lead negotiations, and establish service levels with third parties.
- Management of contractor and supplier budgets.
- Manage operating costs of suppliers.
- Report on specific items to Corporate Management Team, Resources Management Team, and relevant Council bodies as appropriate.
- To exercise any functions of the Council that are delegated to the post holder under the Council's Officer Scheme of Delegation.
- To work closely and constructively with executive councillors, relevant portfolio leads, scrutiny chairs and political group leaders/spokespersons in providing information and through the council's decision making processes.
- Appraise the Corporate Director of Resources of matters arising which are particularly sensitive in nature or controversial.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a professional body are desirable.
- Successful track record in multi strand digital programmes to a large and diverse customer base.
- Successful track record in leading, planning, managing and delivering digital programmes and projects to target.
- Understanding of the role of the Council, its democratic operation and its responsibilities.
- Good knowledge regarding legislation and best practice & service are desirable.

Experience

- Experience of successful strategic and operational resource management, including the evaluation of competing priorities.
- Experience of developing and managing a transparent framework for compliance with national, regional and local requirements.
- 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.
- Effective leadership and management skills especially around performance, target return and delivery.
- Understanding the needs of the Knowledge Society and the role of digital technologies in leading the delivery of the Council priorities and ensure that the city stays at the forefront of digital technologies.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- The ability to plan own and provide leadership to other manager's work to ensure the meeting of defined objectives.
- The ability to gather and analyse complex data and information in order to prepare recommendations, reports and proposals.
- 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.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

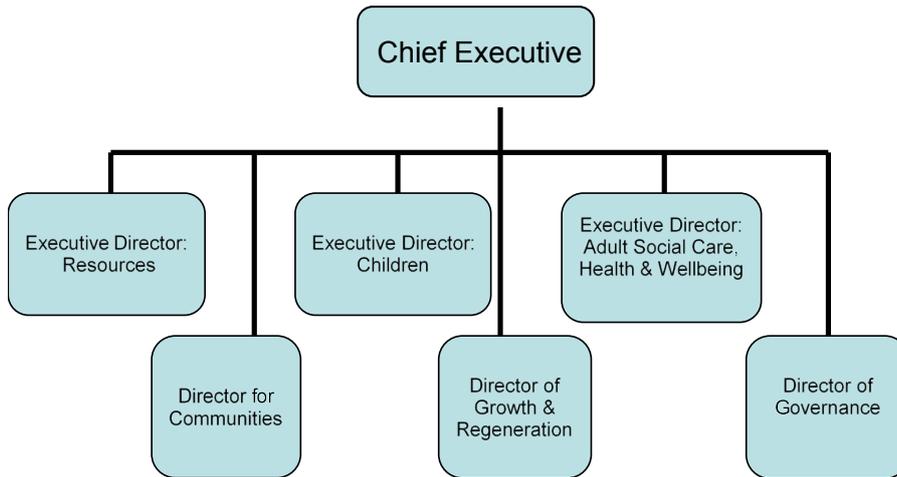
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Appendix 2

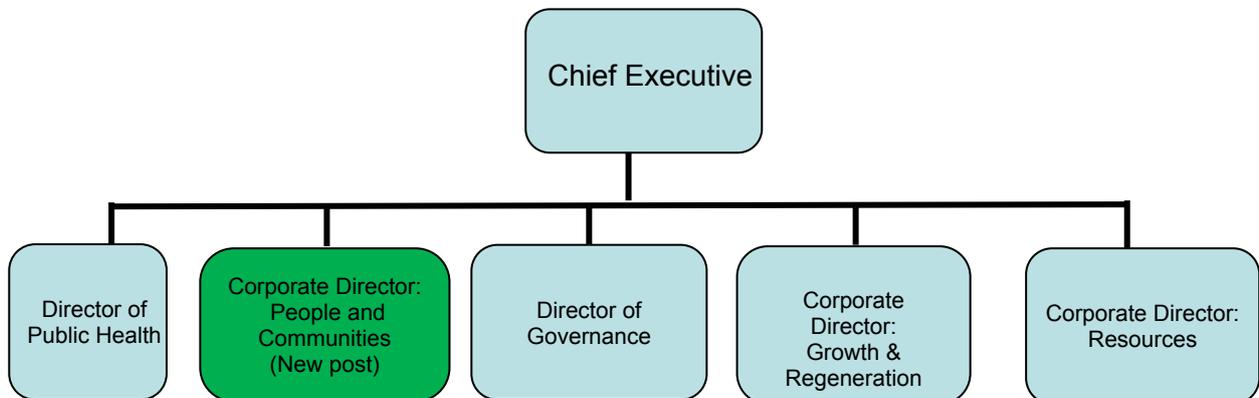
Structure Charts

New and redesignated posts are highlighted in Green

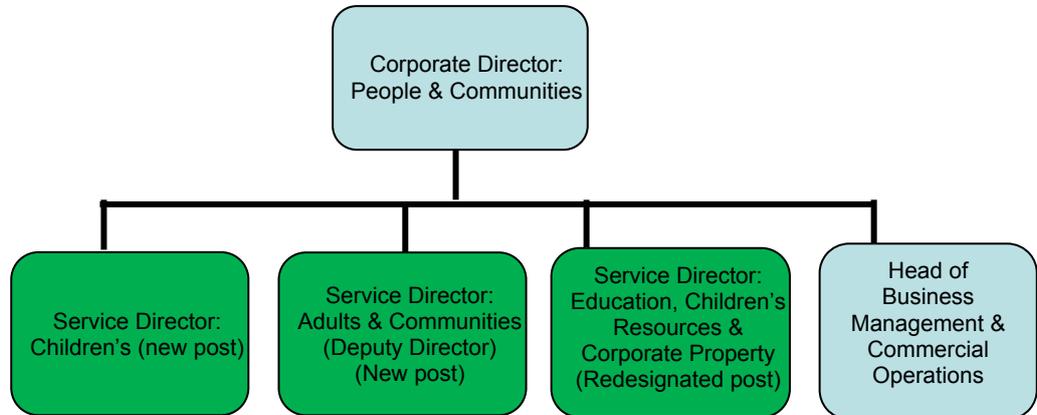
Current Corporate Management Structure



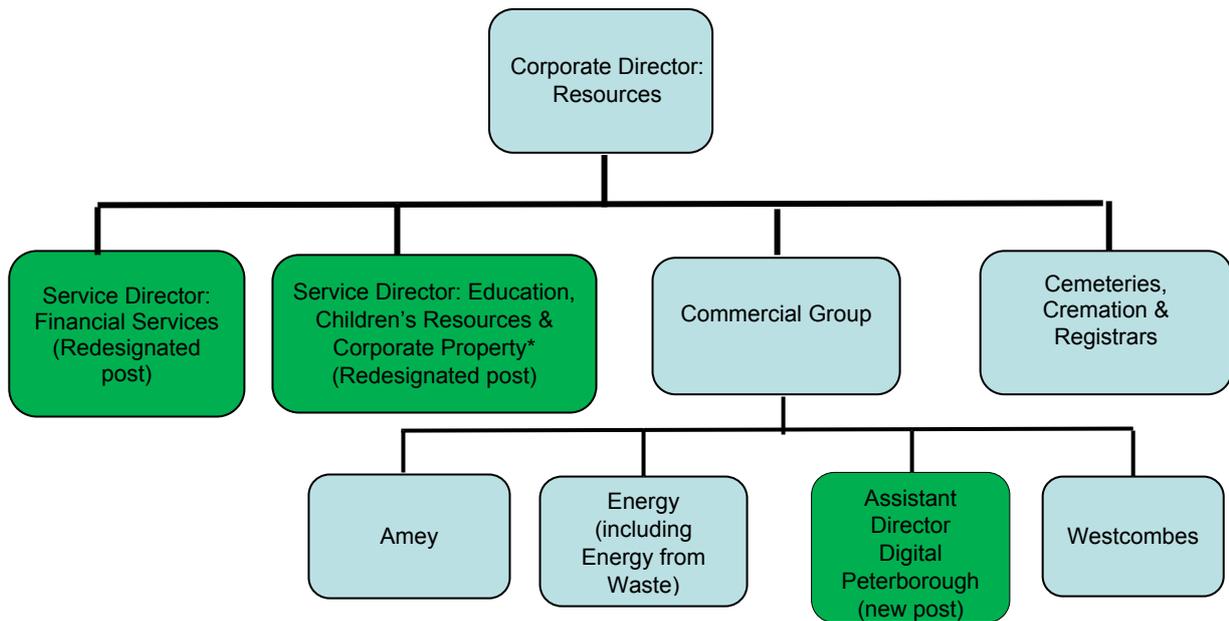
Proposed Corporate Management Structure



Proposed People & Communities Management Structure

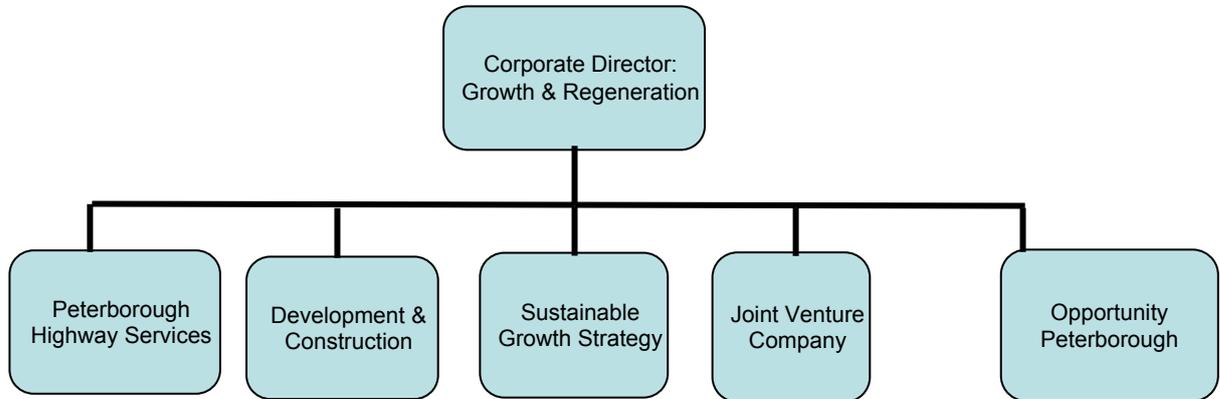


Proposed Resources Management Structure



- Post reports to Corporate Director: Resources in respect of Corporate Property and Education Finance responsibilities.

Proposed Growth & Regeneration Management Structure



Proposed Governance Management Structure

