

Service Director: Policy and Communities

Reports to: Executive Director of Strategy and Partnerships

Grade: L3

Location: Cambridgeshire

Job Purpose

A Service Director of the Council and member of the Extended Leadership Team (ELT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Acting as a professional lead on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

- Policy, Design and Delivery
- Communities, Employment and Skills
- Business Intelligence
- Emergency Planning

Leadership and Collaboration

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Effectively contribute to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to support all ELT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To deputise for the Executive Director as required.

Governance

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

Innovation

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

Equality, Diversity and Inclusion

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

Role Specific Accountabilities

Policy, Design and Delivery

Responsible for policy and strategy design for the Council, including advising and developing the strategic narrative to support the direction of travel for the Council. Ensure that the Council has access to high quality, timely Business Intelligence services which support business delivery, innovation initiatives and informs future strategic approaches.

Ensure that the Council maximises the capability and capacity it has available to provide an effective and robust approach to corporate programme management, change, improvement, and transformation of services.

Communities, Employment and Skills

Accountable for leading joined-up approaches that enable citizens and communities to thrive through being able to access advice, help and community-based services, ensuring that demand for higher risk services and support is reduced and managed. The postholder oversees the delivery of adult skills and employment services and the Council's library service.

Lead the development, design, delivery, and evaluation of the Council's approach to community involvement, engagement, and empowerment through a clear approach to localism and decentralisation, enabling greater community choice, voice and ownership of services, thereby enabling demand for higher risk services and support is reduced and managed.

Lead the development and delivery of Library and Adult Skills, to align these fully with a stronger approach to local service delivery, integration and co-location with other services and partners, enabling a cohesive approach to community learning and development for Cambridgeshire.

Work in effective partnership with the colleagues in Finance and Resources, the Community and Voluntary Sector to improve approaches to community wealth building, community asset transfer and increasing community resilience.

Business Intelligence

Oversee the operational delivery of business intelligence services across the Council to operate an innovative and supportive approach to performance management, analytics and data to ensure we

leverage data, tools, and applications in order that services are designed, and decision making is supported, with robust evidence.

Work collaboratively with other partners to deploy data and information sharing approaches that provide insight and enable predictive approaches to managing demands upon public services and ensuring that responses can be more targeted and preventative in nature, where possible. Ensure that colleagues across the council adopt this collaborative stance with partners.

Emergency Planning

Lead the delivery of emergency planning services to both Cambridgeshire and Peterborough to ensure that each Council is prepared and ready to comply with the requirements of the Civil Contingencies Act, responding to emergencies and disruption to services and being able to recover effectively from these events.

Provide leadership and direct personal input into the Cambridgeshire and Peterborough Local Resilience Forum, at a tactical level, on behalf of the Executive Director and the County Council, ensuring that the Council's contribution and responses are effectively co-ordinated and supported.

Person Specification (essential criteria)

Experience	<p>Significant and successful experience of:</p> <ul style="list-style-type: none"> • Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources. • Providing balanced strategic advice and guidance in a political setting. • Leading the delivery of public services with competing priorities and demands often outside of the Council’s direct control. • Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation. • Delivering complex projects on time and within budget and outcomes. • Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture. • Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation. • Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council’s objectives • Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent. • Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile. <p>Role specific:</p> <ul style="list-style-type: none"> • Experienced in leading the development of public policy, working with a range of stakeholders and partners, ensuring that interventions are intellectually rigorous, evidence based and deliverable. • Experienced in leading and development a cohesive, effective and aligned approach to community empowerment, development and resilience. • Experience in leading direct service delivery, as well as conceptually designing frameworks for service improvement.
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Skills and knowledge	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> • A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector. • Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment. • Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced. • Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills. • Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills. • Ability to establish and sustain positive relationships that generate confidence, ability and trust. • Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally. • Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.
Personal Effectiveness	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> • A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example. • Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity. • Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence. • Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders. • Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement. • A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others. • Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

Qualifications	<ul style="list-style-type: none">• A relevant Postgraduate Level qualification or equivalent in a relevant discipline and/or relevant compensating experience at a senior leadership level.• Evidence of continuous professional and leadership skill development.
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