



Roles at this level support the Director in setting the purpose and strategic direction and in leading, developing and ensuring the effective delivery of service, directorate and corporate priorities, which contribute to the achievement of the Council's vision and strategic outcomes. This involves leading the planning, organising and commissioning the delivery of services to and on behalf of the organisation and all partners and stakeholders in the medium to long term.

People in these roles have a proficiency in a specialised field or a broad understanding of relationships between different fields. They have the ability to select, develop and assess the suitability of ways of working; and will have highly developed skills in persuading, influencing, developing and motivating people and establishing effective partnerships to achieve service objectives.

Aspect For roles at this level, you must be able to show you can...	Outcome The result when all aspects are applied effectively
<p>Know - Appropriate professional qualification or equivalent substantial knowledge gained through significant managerial experience across the service area</p> <p>Understand public sector issues, government legislation and its impact on Council strategy and services.</p> <p>Demonstrate in depth knowledge of legislation, regulations, policies, inspections and performance measures applicable to the relevant strategic functions</p>	<p>You use your diverse knowledge and expertise to plan and enable the highest levels and standards in the delivery of work across either a specialist area or an entire service</p> <p>There is evidence that you maintain and apply up to date knowledge of current thinking and developments within professional and technical areas of expertise</p> <p>You use your knowledge to ensure significant and sustainable service improvements and outstanding results</p>
<p>Leadership & Strategic Planning - Demonstrate strong leadership and management skills to develop; a high performing culture across the service where everyone can achieve their potential and 'feel they count' and where there is a drive to deliver the most efficient and effective business solutions</p> <p>Contribute to and influence the strategic direction of the service area working with a range of internal and external partners and stakeholders.</p> <p>Develop, implement, promote and evaluate strategies and policies within the service area and contribute to overarching strategies for the organisation and its partners and stakeholders.</p>	<p>There is evidence of a high performing, engaged and productive workforce along with effective leadership and management that leads to solution focussed and quality outcomes</p> <p>Business plans are in place for the service, contingencies are identified so that plan objectives can be met.</p> <p>Medium to longer term strategic plans have been developed and implemented; policies are developed and adapted to balance the organisations needs and customer/stakeholder outcomes</p>

Appendix 1b

<p>Influence and contribute to the wider issue of strategy and policy development and prioritisation for both the city and the council</p>	<p>You maintain a comprehensive knowledge of local, regional and national issues and use this to influence city wide and city council policy and practice</p>
<p>Collaboration & Innovation – Establish, develop and maintain effective and collaborative working relationships with a range of internal and external stakeholders and partners to gain ownership of the shared vision and improve and enhance service delivery and innovation</p> <p>Create a vision and direction that challenges and looks beyond the obvious and inspires and motivates others to achieve by driving change and leading by example.</p>	<p>Evidence of effective and successful working relationships with Directors, Members and partner organisations across the City and region</p> <p>There are examples of innovation in managing and implementing solutions on complex issues and in transformational change programmes</p>
<p>Problem Solving & Decision Making - Take responsibility and accountability for developing and implementing appropriate, proportionate and effective solutions to complex service delivery problems.</p> <p>Accurately analyse information and make timely well-judged decisions in order to achieve successful outcomes across a diverse range of, related and unrelated issues.</p> <p>Influence and contribute to the broader responsibilities of the directorate ensuring the delivery of strategic outcomes and objectives and promoting the council values</p>	<p>There is evidence of you working autonomously to develop and implement solutions within the service.</p> <p>You demonstrate an understanding of the need to balance the corporate orientation with operational responsibilities and accountability for decision making</p> <p>You support the council’s leadership team in ensuring that organisational developments and improvements are focussed on delivering improved outcomes for citizens and the city</p>
<p>Deliver – Develop and maintain good working relationships with partner organisations, internal and external customers and wider networks to enhance services and deliver the councils vision, corporate and directorate objectives.</p> <p>Lead and manage a number of complex and potentially conflicting strategic and operational issues/priorities and be able to develop and implement innovative solutions to deliver required service outcomes</p>	<p>You meet key business and organisational objectives by building consensus within a multi-agency/partnership environment.</p> <p>Evidence of successful strategic and operational resource management with a track record of delivering effective outcomes</p>
<p>Resource management –High level of numeracy and analytical skills to enable financial scenario planning and the development of business cases to support service transformation. Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making.</p> <p>Review and monitor the performance of services, systems, budgets, teams and individuals against standards and agreed outcomes in a cost effective and flexible way that is responsive to a dynamic national, local and political context</p> <p>Use strong people management skills to engage, develop and performance manage resources that support adaptable ways of working and create strong more flexible teams</p>	<p>You are jointly accountable for a substantial budget within your service area ensuring that budgets are on track and that money is spent wisely</p> <p>Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised</p> <p>You coach and mentor employees and other managers to develop a culture of high performance where strategic outcomes and plans are translated into clear objectives</p>