

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Chief Executive
JOB TITLE:	Head of Policy and Performance
GRADE:	Band 14
JD REF:	H195
RESPONSIBLE TO:	Director of Strategy and Communications
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise capacity and resources across the Council.
Service/ Functions:	Leadership and management of Council functions relating to; corporate policy and strategy, the performance management framework and associated arrangements including corporate systems and processes and monitoring, equality, diversity and inclusion strategy and plans.
Employees:	This team provides a variety of expertise to support colleagues across the Council understand and formulate policies which corporately guide the best possible service delivery and measure success and impact through application of performance management arrangements. The responsibility for formulating service specific policy sits with the relevant service. The team complement is circa 6 FTE.
Budget:	The team make a contribution to the overall consideration of budget allocation through application and monitoring of the Corporate Plan and supporting performance management arrangements. The gross budget that the postholder is responsible for is circa £400k.
Other Resources	As required to ensure that all day to day and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council's Constitution, Vision and Corporate plan and as such meet statutory requirements and democratic processes in a manner that is transparent, efficient and effective. The postholder has specific responsibility for ensuring delivery of the Performance Framework and associated monitoring arrangements recognising the specific requirements of services affected by external regulations and inspection.

JOB PURPOSE:

This post will support the Director of Strategy, Policy and Communications on ensuring delivery of some key corporate activities which will give confidence the Council has the right frameworks and processes in place to deliver its ambitions and track progress and performance. In particular, services within the remit of this post will help the Council, its elected members and officers, understand how different activities fit within the overall plan to achieve its vision and how well objectives and expected impact are being met. The arrangements for managing and monitoring performance will need to meet local and national requirements including any external inspection or assessment regime. It will also be important to ensure that Performance data balances qualitative and quantitative information that is meaningful to local people.

The postholder will play a pivotal role in supporting the Director of Strategy, Policy and Communications to ensure that the Council is well placed to scan the horizon and understand changes to policy at national, regional and local level to ensure the policy framework supports delivery of the Council vision and Corporate Plan. As part of this all policies and strategies need to recognise the diversity of the local population and use Co-design and Co-production as a way to promote inclusion and improve equality especially amongst communities and residents who are hard to reach and underrepresented.

Some of this post's responsibilities may require activities to take place with local, regional or national partners to maximise joint resources and apply best practice and the post holder will be a participant in shaping and delivering activities which make the best use of the capacity at the Council's disposal working alongside these partners.

To play a full and positive role as a member of the Council's wider Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) and use of prioritisation to secure the delivery of public services across the locality and maximise the Council's role in finding ways of delivering services which provide best value for money.

To ensure the Council is able to act proactively in respect of national policy changes and advise the Chief Executive, Director of Strategy and Communications, Leader, relevant Cabinet Members, Senior Management Team and Council in order to uphold best practice as a consequence of timely and effective analysis. This is essential to help the Council review and revise its plans and priorities whilst delivering the overall vision and priorities.

Ensure that effective governance and assurance processes, including reviews and audits are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes particularly in relation to the creation and application of corporate strategies and the Performance Management Framework.

Discharge the functions within the remit of the post having regard to the decision-making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

Support the Council's Chief Executive and Director of Strategy, Policy and Communications on policy formulation and review ensuring that arrangements are in place to monitor progress and impact so that timely, understandable and transparent information is provided to relevant Council bodies to enable all appropriate bodies to make informed decisions and amend plans if necessary based on the evidence presented.

Understand and uphold the Constitution, Scheme of delegation and Contract Procedure Rules of the Council and ensure they are considered in creation of new strategies and policies so that the implications are clear and services can be delivered as efficiently and effectively as possible whilst meeting the stated intent of the strategy or policy. This post will play a key role in the design and implementation of the Council's policy framework which will need to balance legal requirements as well as recognise different service needs and the expectations and circumstances of Northumberland residents.

Provide expert advice on corporate performance management arrangements to ensure that information is gathered, analysed and interpreted to help inform discussion and decision making in a timely and purposeful way. This might mean realignment of effort do the data requested and presented must be robust and understandable to Members and colleagues using best practice measures to balance qualitative and quantitative information.

Play a role in supporting Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change while demonstrating a strong commitment to co-design based on inclusiveness and an understanding of diversity and need across the local population

Manage proactively the interface between Elected Members and Officers, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Lead on ensuring that any initiatives led and driven by Directorates which seek to improve outcomes which will affect the ambitions for equality diversity and inclusion sit within the overall plan and reflect best practice so that progress is delivered at pace and consistently.

PRINCIPAL ACCOUNTABILITIES

Lead on the delivery plan to embed a corporate approach to strategy and policy development ensuring that the whole organisation is well placed to act quickly and effectively to address, national, regional and local challenges and opportunities in a way that is based on maximising whole system assets. While colleagues in services will lead on changes within their respective portfolios these need to sit within a corporate framework which supports and monitors delivery of the Council's vision and corporate plan.

<p>Provide best practice advice and guidance on the design, development and implementation of a Performance Framework which supports scrutiny of performance so that resources can be aligned and realigned as necessary in order to deliver the Council's objectives and priorities taking account of overall resources.</p> <p>Lead the Council's approach to equality, diversity and inclusion to ensure that services are designed and delivered in a way that reflects difference and shows understanding of the population's circumstances and needs.</p>
<p>Provide advice to the Chief Executive, Director of Strategy and Communications, colleagues, Cabinet, and all Members, on matters which will ensure the Corporate Plan is delivered whilst supporting sustainable services and compliance with national legislation as well as local requirements.</p>
<p>Act as a role model and exemplar in achieving a people-centred, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximising the potential of the workforce to improve services.</p>
<p>Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements as well as local frameworks, policies and procedures.</p>
<p>Promote and maintain high standards of conduct by providing support to relevant Committees and other bodies to ensure the best advice possible is contained in reports and recommendations as well as making sure decisions are made in the right forum as set out in the Policy Framework.</p>
<p>Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive working environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.</p>
<p>Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's own portfolio and any other activities where they are the Lead Officer.</p>
<p>Horizon scan and the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities to position the Council as a decisive and influential organisation to maximise all available assets in order to provide the best possible services.</p>
<p>Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all local communities and workforce and that equality of opportunity is ensured and diversity celebrated.</p>

Represent the Council at local, regional, and national levels, promoting inter-authority working across the region to ensure the Council is well placed to address key policy changes and understand best practice.
If requested play a role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
To undertake functions in the event of local or national elections, supporting the Returning Officer to ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.
Special Conditions:
This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

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PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none"> • Work collaboratively across services and departments to deliver corporate excellence. • Work collaboratively with external partners to deliver excellent service. • Seek opportunities for partnership working at a local, regional, national level. • Clarify expectations, objectives and working arrangements of partnerships. • Contribute effectively to multi-partner projects. 	
Serving our Community	
<ul style="list-style-type: none"> • Promote the Community Plan. • Seek and act on feedback from the community. • Influence Service and Corporate plans to reflect community needs • Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community • Promote equality of opportunity in service delivery 	
Working within the Political Arena	

- Understand and actively support the role of Councillors.
- Understand and actively support the democratic process within Northumberland Council.
- Recognise the impact of Government and legislation on Council strategy and services.
- Consult, support, and keep Councillors informed.

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

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PART C: PERSON SPECIFICATION

DIRECTORATE:	Chief Executive
JOB TITLE:	Head of Policy and Performance
GRADE:	Band 14

Qualifications/Professional Development
Relevant professional qualification which demonstrates understanding of devising Strategy, Policy and Performance frameworks in a complex setting
Evidence of relevant leadership and management training.
Evidence of recent relevant Continuous Professional Development to demonstrate up to date understanding of local government legislation and standards.
Experience, Knowledge, and Skills
Proven achievement of success working in a large and complex organisation with demonstrable experience of devising effective strategies and policies which improve performance .
Experience of designing Performance Frameworks with supporting information and monitoring arrangements which allow for robust scrutiny and enable timely decision making to address concerns about performance and realign effort.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective decisions and delivery within a challenging environment.
Experience of devising policies which maximise opportunities for people to communicate and engage with the Council, whether as residents, partner or other stakeholders.
Significant experience of working with diverse communities to maximise opportunities for Co-design of services which reflect different needs and experience and promote equality so that people feel valued and empowered.
Evidence of working within an organisational culture that models and embeds the practice of co-production and collaboration with people inside and outside the organisation.
Evidence of success in developing positive external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.

Well developed ability to devise long term plans which are relevant and adaptable bringing in new ideas based on best practice, innovation , and proven solutions.
Adept communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information which recognises the diversity of the population ; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with colleagues where there are opportunities to learn from each other and share learning.
Strong personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident manager with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.