
JOB DESCRIPTION FORM

Job Title: Assistant Director: People Services Transformation

**Reports to:
(Name & Title)** Service Director – Communities and Safety

1. Job Purpose:

This post will help build and develop capacity to manage demands for statutory services better by working differently with communities to reduce and prevent demand.

Working independently, and with the rest of the public sector system to pilot different ways of how services are delivered and communities can be engaged and involved, the postholder will identify appropriate options for different parts of the county.

The scale of ambition for this programme is vast as to deliver the required outputs there will need to be a wholesale system change over time.

2. Dimensions:

Staff - No direct reports, but responsible for influencing the behaviours and practice of the workforce across both councils.

Finance - Responsible for reducing the demand pressures in key public sector budgets, primarily social care, health and public protection.

3. Organisation:

The Assistant Director reports directly to the Service Director for Communities and Safety. The post holder is a full member of the Senior Leadership Team and the extended Directorate Management Team.



4. Principal Accountabilities / Responsibilities:

- To develop, lead and ensure delivery of a joint, public sector-wide demand reduction, delay and prevention strategy that ensures the capacity and capability of communities is harnessed, supported and developed.
- To be accountable and provide effective leadership, development and management for Cambridgeshire County and Peterborough City Councils' approach to reducing, delaying and preventing public and community demand for statutory public sector services.
- To be accountable for developing operating models across the public sector that achieve the demand management objectives, including through close liaison with colleagues across both councils, health and public protection partners.
- To evidence the financial, social and wellbeing impacts of effective demand management.
- To ensure delivery of a portfolio of projects relating to transformation of services across the Councils' operating area.
- To develop and embed a locality-based approach to demand management, including strengthening the Living Well Partnerships model.
- To develop, lead and ensure delivery of actions and plans that directly reduce, prevent and delay demand in costly statutory services, especially in social care, housing services and public protection services.
- Promote and ensure the application of quality improvement methods to agree and deliver service redesign and new ways of working.
- Recommend any changes to contracts and /or commissioning arrangements that would better support the redesign of services and harness community/voluntary sector opportunities.
- Ensure redesign of services improves patient/service user and population health/wellbeing outcomes.
- Ensure systematic use of data, analysis and evidence to support service change which delivers most impact across the public sector.
- To provide inspirational leadership to a diverse, multidisciplinary and multi-agency workforce, driving transformation of customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the councils meet their statutory obligations.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Extensive and specialised knowledge of health, social care and public protection services, with significant experience gained within a similar job role at an executive level.
- 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.
- Strongly developed appreciation of the varying needs of diverse communities.
- Strongly developed understanding of social policy and the impacts of social exclusion in society.
- Extensive knowledge of outcome/evidence based methodology, and its usage to drive service improvement.
- Extensive understanding of project management tools and evidence of effective application.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering relevant services, including collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations] over at least 5 years.
- 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 working in partnership across organisational boundaries and of delivering services through joint working and in integrated teams.
- Proven track record of leading strategic decision making and resource allocation and of problem solving and meeting objectives at a service and directorate level.
- Evidence of successful partnership development or delivery 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 whilst 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.
- Demonstrable ability to manage risk.
- Ability to create a culture focused on high performance, innovation, engagement and customer service.
- Demonstrable resilience and drive to meet the demands and pressures of the post including the ability to cope effectively at times of crisis.

Qualifications

- Educated to degree-level or equivalent in a relevant subject, or equivalent by experience.
- Evidence of continuous professional development.

6. Job Context:

Framework:

The services delivered as part of the service directorate work within complex statutory frameworks set nationally, and local policy decisions and frameworks set regionally or at a council level. It also works within a complex political environment, often dealing with sensitive, contentious and volatile themes and situations.

The work of the service is exceptionally cross-cutting in nature, in that it impacts and is impacted by all other council services as well as the wider public, voluntary and community sectors.

The role involves responsibility for health and safety and formal HR processes for all relevant staff and for equality impact assessment for all relevant policies, procedures and services.

7. Job Challenges:

In times when resources are being reduced in the councils and across the wider public sector the principal challenge is to ensure that services continue to deliver high performance and improvements in outcomes, whilst at the same time we reduce our costs through effective and appropriate demand management.

There is a high expectation that the service directorate, and therefore this post, achieves significant impacts on statutory budgets held by social care, housing services, health and public protection services.

The postholder will need to ensure that transformation is safe, and that people with genuine need continue to be able to access the services required.

Public services are changing, and so the postholder will need to lead organisational changes and ensure that a new culture and practices are embedded across the workforce. This includes ensuring that staff embrace modern business practices and new technology.

The postholder will also need to achieve these outcomes across the public sector system, so the ability to influence and negotiate is vital.

8 Key Relationships:

Relationship with line manager – Service Director for Communities and Safety

Annual objectives are set within the corporate appraisal and performance development framework (PDR). An interim review takes place at 6 months and 1:1 meetings take place monthly. Senior Leadership Team meetings chaired by the Service Director take place fortnightly. Other meetings are arranged with the Service Director as required to focus on specific projects or developments.

Other contacts:

1. Elected Members: contact on at least a monthly basis both formally and informally with a range of elected members, including:
 - Cabinet Members
 - Committee Chairmen
 - Group Leaders and Spokespersons
 - Chairs and Members of scrutiny committees
 - Ward Members as required
2. Contacts outside the department: regular engagement with chief and senior officers as well as frontline staff in partner organisations and other councils.

9. Key Relationships Decision Making Authority:

This post:

- Takes all strategic and operational decisions relating to the service with reference to the Service Director if appropriate and relevant, who is kept informed of high profile matters on a need to know basis.
- Informs and/or consults the Service Director and Portfolio Holder/Lead Spokesperson about all politically sensitive and complex matters relating to the business of the department.
- Takes responsibility for the development of strategic business and financial plans for the department in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget responsibility and corporate standing orders and financial regulations.
- Makes recommendations to the Service Director in relation to strategic policy and planning of the department, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of the Senior Leadership Team.

10. Additional Information:

The role requires energy, enthusiasm, high motivation, expertise, flexibility and adaptability and continues to change in response to the changing national agenda.

Initially the role will be part time and for 12 months.

Budget – No direct budget management but this postholder and their outputs will have significant influence over mainstream budgets in People and Communities.
