

## **STRATFORD ON AVON DISTRICT COUNCIL**

### **THE ROLE OF HEADS OF SERVICE**

#### **Purpose**

To be responsible and accountable for the leadership, management and performance of a key Council service and, as a member of the Council's Management Team, to work with Elected Members to ensure the Council's Vision, Approach and Policies are made a reality.

In conjunction with the Chief Executive and Deputy Chief Executive, The Cabinet and Members, develop and implement the vision, policies, priorities and values of the Council.

Provide sound and effective arrangements in the corporate governance of the organisation, according to the Council's Constitution including the Scheme of Delegation.

#### **Corporate role: in relation to Members and Officers**

- Exercise positive communication skills at all levels to promote the Council's vision, ambitions and aims to create a supportive, positive and motivational climate;
- Establish strong, effective working relationships with all management colleagues, staff and Members in a climate of trust and mutual respect;
- Ensure knowledge and awareness of the national and regional agenda is sufficiently widespread within the Council (Officers and Members) as well as for local partnerships and the Council Plan.

#### **Corporate role: in relation to Members only**

- Brief and meet expectations of Portfolio Holders and Members in relation to operational queries;
- Ensure effective communication throughout the Council.

#### **Corporate role: in relation to Officers only**

- Have a detailed knowledge of the corporate agenda (including values) and how it relates to the service and to promote this to your teams;
- Lead and participate in corporate projects and tasks, as appropriate;
- Ensure a corporate approach to service and financial planning;
- Meet requirements for forward planning and corporate governance, especially in relation to activities such as strategic and operational risk management and financial management;
- Satisfy all statutory requirements for key corporate activities including health and safety; freedom of information and data protection;
- With the Chief Executive, Deputy Chief Executive and other Heads of Service, provide strategic leadership to the Council through cross-cutting initiatives, development of new strategy areas and other corporate contributions;
- Have overall responsibility within the service for the drive to achieve a customer focused culture in the Council achieving continuous improvement;
- Have a corporate responsibility for implementing and upholding decisions made by the Council, The Cabinet and Management Team;

- Make an active contribution to an environment of trust and mutual respect within senior management;
- Represent the Council on partnerships and external bodies, as required by statute or the Council;
- Assist in ensuring effective arrangements are in place for emergency planning and business continuity.

### **Service Role**

- Be responsible and accountable for the performance of services for which you are responsible, providing leadership for staff in terms of the Council's desired culture, e.g. a 'can-do' approach, flexibility, team working and continuous improvement;
- Maintain a customer focus at all times ensuring awareness of customers' current and future expectations;
- Regularly review and improve service processes with a view to obtaining optimum effectiveness in services for which they are responsible;
- Lead the provision of their services, involving all team members, as appropriate, and taking decisions within the Scheme of Delegation/Council Constitution;
- Create a culture of entrepreneurship, continuous improvement, performance orientated learning, innovation and trust within the services for which you are responsible;
- Ensure sound arrangements for your services in relation to emergency planning and Business Continuity;
- Exercise sound managerial and professional competence in a range of areas, including financial, human resources, project and performance management, service planning, health and safety at work and environmental matters;
- Sourcing services to optimise best value for money;
- Consistently, with other Heads of Service, apply and implement corporate policies and procedures;
- Undertake workforce planning and development so as to ensure effective staff personal development and succession planning;
- Have ultimate responsibility for implementing the Council's agreed employment procedures in the service, including employee relations matters, absence management, appraisal, coaching and mentoring, training and development and reward;
- Lead, promote and share good practice across the Council;
- Monitor and manage performance within the service, (including trend analysis), taking corrective action and intervention as necessary;
- Be accountable for resolving corporate and customer complaints in the service, taking corrective action and giving feedback;
- Maintain an overview and link between Service Plans and the Cabinet Forward Plan.

### **General**

- Be an integral part of the Council's Corporate Emergency Planning arrangements, including being on the Designated Duty Officer rota;
- Undertake other roles and responsibilities as specified by either the Chief Executive or Deputy Chief Executive;
- Ensure compliance with the restrictions placed upon the postholder in relation to the post being politically restricted.

## **PERSON SPECIFICATION FOR HEADS OF SERVICE**

Heads of Service are required to fulfil high profile and demanding leadership and management roles and the work can be pressurised at times.

As well as leading their own Service, they are required to fulfil a major corporate role through their membership of the Management Team, and commitment to Emergency Planning and business continuity requirements.

Candidates therefore need to demonstrate how their experience, knowledge, and skills match the following requirements.

### **Experience, knowledge, skills, qualifications**

- A track record of delivering appreciable service improvements in a senior management role.
- Significant experience, in a lead role, in the development and successful implementation of key strategy and policy in relevant functional areas.
- Demonstrable experience and skills in building positive and productive relationships, with colleagues, partners and customers.
- Experience and knowledge relevant to at least one professional area within the service area.
- Able to explain current and future issues affecting the service area and an ability to provide authoritative and credible advice to stakeholders.
- Evidence of sound financial management skills and commercial awareness.