

ADMINISTRATIVE/SECRETARIAL IN CONFIDENCE

Level 1; 63-72	
Post is closely supervised and works to direct instruction and/or completes straightforward repetitive tasks. Little latitude for decision making or arrangement of work sequence. Post is task orientated and will carry out predominantly ancillary duties i.e. filing, photocopying and mail distribution. Straightforward use of equipment may be required. This level is strictly routine. Interaction with others is around receiving instructions.	
Representative tasks or activities	<ul style="list-style-type: none"> • Performance of an isolated task or tasks • Distribution of mail or faxes • Answers the most routine enquiries or takes messages • Operates common standard single purpose equipment in a simple and repetitive way
Knowledge Skills and Experience	<ul style="list-style-type: none"> • Previous experience not necessary. • Basic literacy and arithmetic • Straightforward use of office equipment • Understanding of work practices gained through observation and demonstration over a short period of time • Ability to follow instructions accurately. • Ability to exchange basic information verbally or in writing

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Level 2; 73-84	
Post is required to perform simple, often repetitive, work assignments. Post is closely supervised and works to direct instruction and there is little latitude for decision making or arrangement of work sequence.	
Representative tasks or activities	<ul style="list-style-type: none"> • Operates common standard single purpose equipment in a simple and repetitive way • Carry out basic equipment maintenance according to detailed instructions • Inform supervisor of stock levels for basic resources and tools to ensure ability to meet work requirements • Carry out basic routine record keeping e.g. accident book and equipment tests • Receive and respond to everyday enquiries, escalating those outside of own knowledge or experience to the appropriate person/area.
Knowledge Skills and Experience	<ul style="list-style-type: none"> • Educated to a basic level (literacy and arithmetic) • Minimum experience sufficient • Straightforward use of office equipment • Understanding of work routines and methods gained through on the job observation and demonstration over a short period of time • Accuracy and ability to follow instructions • Ability to exchange basic information verbally or in writing • Basic familiarity with standard office software packages.

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Level 3; 85-97	
Post is task orientated and forward planning is not required however post holder has latitude to change order of tasks to meet demand or circumstances. Some procedural awareness is required although post is constrained and directed by clear instruction and routine working practices in small team/department or narrow area. Some insight into relationships between facts and data is necessary.	
Representative tasks or activities	<ul style="list-style-type: none"> • Maintain records, typically following standard formats or templates or following daily work instructions • Make routine arrangements and bookings, according to clearly defined instructions and be involved in the preparation of straightforward materials to assist in the effective organisation of external and internal activities • Organise information according to procedures by filing, data entry, checking/matching data etc. to ensure accurate records are maintained on a day to day basis • Provide/request basic information in person and by telephone in a courteous and appropriate manner • Follow set ordering procedures to ensure adequate low value supplies/resources are available to meet office/work unit requirements
Knowledge Skills and Experience	<ul style="list-style-type: none"> • Educated to a basic level (literacy and arithmetic) • Skills acquired via on the job training i.e. for use of basic equipment or to gain understanding of standardised work routines over a short period. May include short courses • Basic ICT skills • Accuracy and ability to follow instructions and prioritise tasks • Ability to exchange basic information verbally or in writing • Appropriate knowledge of simple office equipment

Level 4; 98-113	
<p>Requires familiarity with straightforward office routines and requires some procedural understanding. Work is generally task orientated and therefore any organisation or planning is essentially about timing and sequence of assigned tasks i.e. working out the most effective way to meet deadlines. Involves responding to routine queries, issues or circumstances and referring non-routine situations to others. Scope is limited and procedures are well defined, constraints on the role are clear and post holder will refer unusual or difficult problems to more senior roles.</p> <p>Some roles at this level may be more restricted in terms of variety or organisation of tasks than others. Where this is the case, customer service may be the predominant feature e.g. reception roles</p>	
Representative tasks or activities	<ul style="list-style-type: none"> • Performs basic clerical work. • Create, update, input and maintain records and documents, typically following standard formats or templates or following daily work instructions. • Make routine arrangements and bookings, according to clearly defined instructions and be involved in the preparation of straightforward materials to assist in the effective organisation of external and internal activities • Organise information according to procedures by filing, data entry, checking/matching data etc. to ensure accurate records are maintained on a day to day basis • Record and process routine financial information e.g. collating, processing invoices for payment, collating and checking claims, raising orders, coding for budgets etc • Receive visitors and provide/request basic information in person and by telephone in a courteous and appropriate manner, which supports customer care. • Follow set ordering procedures to ensure adequate low value supplies/resources are available to meet office/work unit requirements
Knowledge Skills and Experience	<ul style="list-style-type: none"> • On the job training required although tasks can be learned within a fairly short period of time • Some previous experience of an office environment and/or possibly a typing or light vocational qualification (e.g. RSA II) • Requires a general knowledge of policies and procedures • ICT skills which includes use of bespoke databases, spreadsheets, word processing packages etc. • Accuracy and ability to prioritise tasks within a broader routine • Ability to exchange basic information verbally or in writing • Appropriate knowledge of office equipment • Basic awareness of the activities of the work section • Ability to apply relevant Council policies and procedures

<p>Level 5; 114-134</p> <p>Required to carry out a range of administrative tasks using knowledge of general office routines and procedures. Requires a broad understanding of the department and how the tasks directly support the service or service team. Has either a sound understanding of a number of straightforward procedures or knowledge of an individual procedure of some complexity i.e. made up of several elements on which answers straightforward queries. Awareness of other activities as they relate to the job is important. Operates within well defined processes or instructions but may be required to plan and organise own work on a daily or weekly basis. However forward planning is limited as the post holder is usually reacting to clear deadlines or processes. Will communicate with others which may include colleagues, council employees from other departments or the public. Communication will be for the giving and receiving of factual information, including taking and transferring messages, relaying information for others to use or to use as part of a well defined process.</p> <p>Jobs of this level which are slightly more limited in terms of procedural knowledge/variety of tasks, may have more autonomy over the planning and co-ordination of their workload. This may involve responsibility for a specific area of work from start to finish i.e. being aware of when and how tasks are to be undertaken and taking responsibility for completing work and meeting deadlines within a small team or department OR; Customer service may be the predominant feature e.g. dealing with a variety of clients in relation to the departments activities.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • Prepare documents and other materials to a clear brief using established formats and standard software • Carry out straightforward data analysis, manipulation and interpretation following clear procedure and guidance, to provide information to support the service • Receive and respond to enquiries from and to customers, providing an effective and courteous service. • Recognise the impact of issues arising and raise concerns, unusual or complex issues to senior staff to ensure appropriate resolution • Monitor financial records, take responsibility for cash within defined procedures • Follow established ordering procedures to ensure sufficient resources to meet service requirements • Communicate with service users/external contacts usually through established routine connections (e.g. regular suppliers/contractors/other departments) as own section of work requires
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • Academic/vocational qualifications (NVQII; GCSE A-C/O Level, City & Guilds) or equivalent, plus experience in a similar role; OR • Relevant work experience in the unit or a comparable setting; PLUS • Working knowledge of relevant systems, equipment, processes and procedures • IT skills including use of standard software packages and bespoke databases where appropriate • Appreciation of the standards of conduct and output of the role and familiarity with work priorities and those of colleagues • Ability to communicate clearly orally and in writing • Understanding of relevant policies and procedures as they affect the role

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<p>Level 6; 135-160</p> <p>Roles will focus on the provision of a range of office support activities requiring detailed understanding and experience of administrative processes, procedures and a full understanding of their importance to the overall work area. Procedural knowledge is key to this role as the post holder is likely to be working with a variety of systems OR is required to impart knowledge onto others either through instruction or training. Post holder works under general supervision and are free to prioritise work, normally on a week to week basis. Will have the knowledge and autonomy to arrive at conclusions and take necessary action within procedural constraints.</p> <p>OR; Roles may have less procedural knowledge (equivalent to the previous band), with an added supervisory or communication element i.e. familiarity with general office routines; broad understanding of the department; some formal training/experience of working in a similar role; either a sound understanding of a number of straightforward procedures or knowledge of an individual procedure of some complexity; PLUS supervising others, usually a small team of similar support work roles e.g. clerical/admin assistants OR being in a key customer facing role where interaction with those outside of the team, department or external to the authority is important.</p>	
<p>Representative tasks or activities</p>	<p>May be broadly similar in objectives to roles in previous band, but may work alone instead of part of a team or require more specific knowledge of the service and how the system/process supports it i.e. requires more specialist knowledge/experience.</p> <ul style="list-style-type: none"> • Prepare documents, reports and other materials using some none standard formats and software • Carry out straightforward data analysis, manipulation and interpretation, to provide information to support the service • Receive and respond to enquiries from and to customers, providing an effective and courteous service judging when to pass on complex queries or involve others to provide an effective service and clear advice to colleagues and customers • Support the organisation of internal and external activities/events collating and recording defined information/documentation as requested to ensure activities are administered efficiently. • Maintain financial/stock records and review data to contribute to resource planning and follow established ordering procedures to ensure sufficient resources to meet service requirements • Communicate with service users/external contacts as own section of work requires • Assign standard or routine tasks to others and be responsible for making sure they are completed correctly and to schedule to ensure service quality standards are maintained • May perform support tasks which contribute towards an area specialist in nature, managing own work from start to finish.
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • Academic/vocational qualifications (NVQII; GCSE A-C/O Level, City & Guilds) or equivalent plus experience in a similar role; OR • Experience in similar role; PLUS • Working knowledge of relevant systems, equipment, processes and procedures including standard software packages • Initiative and judgement to resolve problems independently • Good written and oral communication skills • Good IT and numeracy skills (where appropriate) • Understanding of relevant policies and procedures as they affect the role and the quality standards and outputs required • Where relevant, ability to train, develop and supervise junior administration staff

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<p>Level 7; 161-191</p> <p>Roles will provide a range of office support activities and will be authoritative on procedures of some complexity or variety with an in-depth knowledge and understanding of a particular functional area. Post holder will be knowledgeable on methods and systems but will not be required to change them. Will include contact with others for the purpose of transferring information in relation to their knowledge of the department's/team's systems and processes. Training and supervision of junior colleagues is a likely element of this role. Post holder will plan and co-ordinate their own activities and deal with routine matters independently. Will have minimum supervision in a well structured environment. Work may require independent analysis and exercising judgement.</p> <p>OR</p> <p>The purpose and objectives will be similar to the previous level with an additional important human resources element. This could include supervising a team of similar support work roles and/ having regular contact with others internally or externally where skills of persuasiveness or assertiveness as well as sensitivity to the other persons point of view are often required to influence behaviour.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • May be recognised as the main point of contact for a senior member of staff acting as a filter for issues/problems and aiming to resolve at least the routine problems in person in order to provide effective support and problem resolution; recommending alternative sources/courses of action if unable to assist • May be a senior post within a team delivering a specialised process, system or procedure • Monitor or process financial or budgetary information • Uses own, in depth knowledge of the area to provide clear information and guidance to service users/external contacts with regard to the specific procedures and methods of the department and advise on process/next steps/refer on to OR • Liaison, communication and relationship building with service users, other departments and external contacts on a regular basis to support/represent departmental or service activities. • Co-ordinate and manage the work of subordinates in the same area of work (where appropriate).
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • A level, NVQIII or equivalent with relevant experience OR • Experience acquired through a combination of job related vocational training and on-the-job experience, demonstrating development through involvement in a series of relevant work roles; PLUS • Comprehensive knowledge and experience of a relevant process or procedure, specialised equipment or software systems • Proven initiative and judgement to resolve day-to-day problems independently • Clear understanding of standards and regulations set for the output of the role • Working knowledge of other areas of the authority relevant to the service • Proven written and verbal communication skills • Supervisory skills (where appropriate)

<p>Level 8; 192-227</p> <p>Authoritative on procedures of some complexity or variety with an in-depth knowledge and understanding of a particular functional area. Job holders must be able to plan to ensure that work is co-ordinated. A sound understanding of the work area is expected. The ability to manage one's own time, be flexible and supportive to others is essential. It is highly likely that roles at this level will have supervisory responsibility, being leaders of teams where work is standardised and discretion limited and/or highly experienced administrators with substantial contact with service users and others, requiring tact sensitivity and influence.</p> <p>OR; Work at this level is responsible for the provision of operational services or support activities. Job holders are typically supervisors of routine, closely defined large scale activities. Requires a detailed understanding of relevant procedures, experience of appropriate work processes and a full understanding of their importance to the overall work area. The success of the post in delivering its outcomes will rely on the successful management of the team. Requires skills of persuasiveness or assertiveness as well as sensitivity to the other person's point of view to influence and possibly change behaviour.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • To monitor team or service performance and deploy assigned resources towards defined objectives and within defined limits, to ensure operational and cost efficiency • Perform detailed manipulation, analysis/evaluation of specialised, but relatively straightforward, information or workflow processes, highlighting issues for further investigation and preparing reports to support decision making • Maintain and improve operational efficiency and quality of service of own area through improvements in procedures and process • May be recognised as the main point of contact for a senior member of staff acting as a filter for issues/problems resolving most issues in person or via direct contact with the senior member when necessary to provide effective support and problem resolution. • May be recognised as the main point of contact for a particular specialised process, system or procedure • May have responsibility for a large team delivering operational activity whereby the posts main purpose is to achieve service objectives through effective management of that team • Monitor/process financial or budgetary information to help ensure finances are appropriately and efficiently monitored for the section/team.
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • HNC; A level; NVQIII or equivalent with considerable relevant experience OR • Broad vocational experience acquired through a combination of job related vocational training and considerable on-the-job experience, demonstrating development through involvement in a series of progressively more demanding and relevant work roles; PLUS • Comprehensive knowledge and experience of relevant processes or procedures, specialised equipment or software systems • Understanding of how the activities of the department relate to one another • Proven initiative and judgement to resolve day-to-day problems independently or through a support team where appropriate • Clear understanding of standards and regulations set for the output of the role and/or team • Working knowledge of other areas of the authority relevant to the service • Proven written and verbal communication skills • Proven numeracy/budget monitoring/management at an appropriate level for the role • Proven supervisory or line management skills (where appropriate)

<p>Level 9; 228-268</p> <p>Accountable for either the management of a small or straightforward operational activity or provides specialist support services. Requires authoritative knowledge related to a particular work area or specialism.</p> <p>Working within defined standards and processes the post holder will deal with day-to-day problems judging when to involve more senior managers. Required to provide clear advice to internal/external customers and establish and maintain effective working relationships. A thorough knowledge of their own area or discipline is required although overall supervision from a more experienced professional is in place. Jobholders are required to manage their own time and workload independently and have limited supervision on tasks that require consistency and accuracy.</p> <p>A well-developed knowledge of the Council is needed and jobholders are able to assess the impact of their advice on the service area. Jobs may manage services or projects, working independently or managing others either directly or indirectly.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • Act as an escalation point for routine and non-routine issues, resolving where appropriate in order to provide effective first line support • Apply a sound understanding of a complex system or range of complex systems methods, processes or procedures to provide interpretation, advice and recommendations • Research and organise non-standard information for either inclusion in reports and documents or to provide answers to related queries • Manipulate, analyse, interpret/evaluate specialised and complex information to support decision making, highlighting and prioritising any issues for further investigation • Lead assigned projects/project teams, usually short term in nature or contribute to larger department wide projects as part of a project team • Ensure formal procedures are adhered to in order to disseminate information/findings to ensure awareness of key issues/data • Analyse, present and draw conclusions from information, identifying trends and problems.
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • HNC; A level; NVQIII or equivalent with significant relevant experience or a Degree with a short period of relevant experience; OR • Broad vocational experience acquired through a combination of job related vocational training and considerable on-the-job experience, demonstrating development through involvement in a series of progressively more demanding and relevant work roles; PLUS • Broad knowledge and understanding of a range of relevant processes or procedures, specialised equipment or software systems • Proven initiative and judgement to resolve standard problems independently or through a support team (where appropriate) • Clear understanding of standards and regulations set for the output of the role/team • Working knowledge of other areas of the authority relevant to the service • Proven written and verbal communication skills and the ability to build relationships and influence others based on knowledge of the area • Proven numeracy/budget monitoring/management at an appropriate level for the role • Proven supervisory or line management skills (where appropriate) • Project management skills

<p>Level 10; 269-313</p> <p>Focussed on providing a professional service to meet Council requirements working within set policies, procedures and standards. Required to provide clear advice to internal/external customers and establish and maintain effective working relationships. A thorough knowledge of own area or discipline is required, however overall supervision from a more experienced professional is in place.</p> <p>A well-developed knowledge of the Council is needed and jobholders are able to assess the impact of their advice on the service area. Forward planning could be for months ahead although role will contribute to longer-term development.</p> <p>This level of post is likely to have significant management responsibility possibly a large team or support services unit and/or communicates at a very senior or influential level in a difficult environment.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • Manage a range of specialised service activities advising and assisting colleagues and customers on systems or processes to maximise service quality or efficiency. • Apply a sound understanding of a complex system or range of complex systems methods, processes or procedures to resolve broadly related problems or issues • Manipulate, analyse, interpret/evaluate specialised and complex information to support decision making, highlighting and prioritising any issues for further investigation • Monitor and report on service standards within own area of work to maximise service quality and efficiency • Seek, identify and implement opportunities to amend processes and procedures to improve operational efficiency and quality of service in a defined work area. • Maintain financial records and review data to contribute to resource planning • Manage staff operating within a broad administrative team, responsible for recruiting, monitoring and supporting performance management and development of the team to maximise individual contributions (where appropriate) •
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • HNC; A level; NVQIII or equivalent with significant relevant experience or a Degree with some relevant experience; OR • Broad vocational experience acquired through a combination of job related vocational training and considerable on-the-job experience, demonstrating development through involvement in a series of progressively more demanding and relevant work roles; PLUS • Project management skills gained through previous experience • Demonstrable management skills with experience and success in a similar managerial position (where appropriate) • Authoritative knowledge of the specialist work practices/professional guidelines relevant to the work area • Broad understanding of related work areas and wider sector/external awareness • Awareness of the current and future priorities of the department • Proven high level communication skills obtained through representational, influencing and negotiating activities • Experience of managing or controlling budgets/resources

<p>Level 11; 314-370</p> <p>Managing a team or service area responsible for short-term budget and resource management. Is likely to have significant management responsibility either for a large team or coordinating sub functions within a service.</p> <p>OR providing individual professional advisory or support services requiring substantial post qualification experience.</p> <p>Job holders require the knowledge and experience to handle and resolve complex issues and proactively anticipate problems and recommend solutions. There is typically a requirement to influence/motivate others both inside and outside immediate reporting lines, including external customer and stakeholders. They may be required to change others' behaviours and influence outcomes in difficult situations through using their professional knowledge. The role will contribute to the continuous development of standards and professional practices.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • Present results and put forward recommendations through the provision of advice, briefings, consultations, presentations or written reports to facilitate the interpretation of specific issues/problems and support decision making • Provide specialist professional advice/recommendation within specific parameters/professional guidelines to support informed decision making • May lead project teams of a significant nature to achieve department objectives e.g. leading developments in response to change. • Oversee resources and offer input into the resource planning process to ensure finances are appropriately and efficiently managed • Likely to have delegated responsibility, where appropriate, for a budget(s). • Liaise internally and external to ensure that department issues are appropriately represented and reported • Manage staff operating within a well defined specialist/professional discipline, or within a broad administrative team, responsible for recruiting, monitoring and supporting performance management and development of the team to maximise individual contributions
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • Professionally qualified with a relevant degree/post graduate qualification in a relevant subject plus experience, including successful outcomes, in a similar work environment; OR • Substantial vocational and relevant management experience, demonstrating management ability in an appropriate professional or specialist area and success in a similar work environment, backed by evidence of significant appropriate specialist knowledge; PLUS • Experience of planning and progressing work activities within general professional guidelines or organisational policy, using initiative and independent judgement in their application • Thorough knowledge and understanding of the policy practices and procedures relevant to the role which may include broader department awareness • Detailed operational knowledge of systems relevant to own area of work in terms of functionality, capability or products/services available • Clear understanding of the regulations and codes of practice set for the conduct and output of the role • Knowledge of key internal and external contacts relevant to the work area • Proven analytical and problem solving capability • Proven communication and interpersonal skills to persuade others and influence outcomes critical to the business • Financial experience or training sufficient to manage budgets where appropriate.

<p>Level 12; 371-438</p> <p>Substantial management role, either managing a multi functional support service within one of the Council's Departments, or co-ordinating a specific business development or advisory area. The role involves a significant amount of influencing, negotiation and/or motivation to achieve outcomes, both within and outside the management structure, which may include partners and other agencies.</p> <p>Roles requiring extensive management experience and organisational knowledge than professional qualification are likely to involve significant co-ordination of complex or diverse services. For example leading admin support services to professional teams over a large geographical area, or co-ordinating teams carrying out specialist administrative processes.</p> <p>More specialised roles will require a full understanding of a professional or specialised field and work with those, both inside and outside the organisation, to influence the development of services or delivery of specific projects or Council objectives.</p> <p>A wide knowledge of the Council and interrelationships with other services and Departments will be required, and job holders will be required to plan over a longer period and contribute to longer term strategies.</p>	
<p>Representative tasks or activities</p>	<ul style="list-style-type: none"> • Manage monitoring procedures and make appropriate interventions to meet both internal and external (e.g. legislative) requirements • Use substantial professional or specialist knowledge and experience to identify issues, trends and problems which may have a broad impact • Apply specialist/professional expertise/broad management experience and use independent judgement to manage unforeseen situations or medium term developments, and to deliver effective and efficient services throughout to meet customer requirements • Identify additional service requirements or service shortfalls and co-ordinate/design the delivery of innovative solutions to maximise service quality, efficiency and continuity and contribute to policy and service development • Plan and organise individual and team activity with an appreciation of longer term issues ensuring plans complement and feed into broader operational plans • Interact internally and externally to generate and coordinate original ideas and policy/practice developments • Manage a large team of staff, possibly a multifunctional support service or small number of professionals, to ensure the successful delivery of a significant professional or specialist service with a broad impact • Manage or monitor resources/budgets within allocated area where appropriate to ensure maximum value is delivered for resources deployed • Contribute to resource and budget planning within own area
<p>Knowledge Skills and Experience</p>	<ul style="list-style-type: none"> • Professionally qualified with a relevant degree/post graduate qualification in a relevant subject plus broad management experience, including successful outcomes, in a similar work environment; OR • Substantial vocational and relevant management experience, demonstrating management ability in an appropriate professional or specialist area and success in a similar work environment, backed by evidence of significant appropriate specialist knowledge; PLUS • Experience of planning and progressing work activities within general professional guidelines or organisational policy, using initiative and independent judgement in their application • Thorough knowledge and understanding of the policy practices and procedures relevant to the role which includes broader authority awareness • Detailed operational knowledge of systems relevant to own area of work in terms of functionality and capability and/or products and services available

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| | <ul style="list-style-type: none">• Clear understanding of the regulations and codes of practice set for the conduct and output of the role• Interact internally and externally to generate and coordinate original ideas and policy/practice developments• Proven analytical and problem solving capability• Proven communication and interpersonal skills to persuade others and influence outcomes critical to the business• Financial experience or training sufficient to manage budgets where appropriate. |
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Level 13; 439-518	
<p>Requires degree level qualification in addition to deep experience in the relevant field area. The role is likely to involve both staff and specialised project management, and the provision of specialist expertise. The complexity of the role will extend out of its own area and may require integration of services across the organisation/departments. The wide external scope of roles at this level are also likely to require co-ordinating and integrating internal and external stakeholder involvement and diverse resources, in order to achieve outcomes.</p> <p>Likely to be contributing to and implementing strategic service plans and have a key role in progressing visible and critical business objectives e.g. capital building projects.</p> <p>Will be substantial requirement to use influencing and negotiating skills to achieve outcomes that support Council or Service's objectives. These roles would often be progressing issues in emotive or challenging areas and involve for example, consulting with community groups on controversial issues.</p>	
Representative tasks or activities	<ul style="list-style-type: none"> • Responsible for implementing long-term strategic development across a large/significant specialist or professional area or function with very broad internal/external impact, ensuring strengths, weaknesses, opportunities and threats are identified and addressed • Enable appropriate and timely action to be taken and for key results and implications to be discussed with key stakeholders • Evaluate existing service provision, keeping abreast of feedback and broader developments externally, to ensure appropriate developments and solutions are proposed that enhance consistency, and maximise service quality, efficiency and continuity • Shape strategic direction of own area of activity, planning and organising activities of others over many months, considering the implications now and in the longer term, to support Council objectives • Manage allocated budget/resources effectively and flexibly and control all related expenditure to ensure delivery of targets/objectives within budget • Advising, negotiating and influencing at senior levels within the authority, external partners and the wider community and represent and promote own work area on internal and external platforms • Manage a team of specialist/professional staff across a major authority function or lead a large operational department, to ensure all relevant annual targets and goals are developed and delivered within budgetary/resource constraints
Knowledge Skills and Experience	<ul style="list-style-type: none"> • Professionally qualified with a relevant degree/post graduate qualification and professional qualification plus significant relevant management and leadership experience or substantial experience and proven success in a strategically important specialist area OR; • Extensive vocational and strategic leadership experience demonstrating professional development through a series of progressively more demanding and influential work roles, backed by evidence of significant development of appropriate specialist knowledge PLUS; • Experience of managing and developing either a significant team or teams containing experienced professionals OR a significant complex project or activity with a significant strategic influence and significant impact upon organisational resources • Experience of managing and controlling budgets/resources/funding and a good understanding of financial management procedures • Well developed knowledge of systems/services for own area and across functions and how they relate to each other • Strong interpersonal skills including motivational, negotiating, influencing and relationship/partnership building