

## Cultural and Heritage Family

A job family is a method of defining jobs. The emphasis is on focusing on a group of similar roles rather than individual jobs. A job family considers how many levels of that type of work there are and describes the key factors that differentiate one level from the next. It can be used to provide a clear structure for defining how individuals may progress and develop, as well as providing a tool to allow managers to put the right people in the right job.

This document describes the Culture and Heritage Job Family within Derbyshire County Council. Each level in this job family is differentiated by changes in accountabilities, technical knowledge and skills expected at each level. It can be used to identify and understand the work expected at each level and where individual roles fit against each level.

Each level describes expectations, if required, relating to: people management, equality and diversity, health and safety and risk management.

### The family's key characteristics are:

- Developing, planning cultural and heritage services across the County, including mobile library services, libraries, records office and museums.
- Managing and supporting projects which contribute to the formulation of department and corporate policies in the specialist area of culture and heritage.
- Developing and maintaining partnerships within the community.
- Deploying specific technical expertise, to undertake activities such as planning and delivering services; conserving documentation and other associated records; funding; delivering the library service, including mobile libraries and housebound deliveries etc.

The levels of work are primarily dictated by the scale, breadth and complexity of the area or services being managed or extent of technical expertise required to deliver responsibilities.

The emphasis for the senior levels is planning a delivery of cultural and heritage services and priorities across the County. At the intermediate levels the emphasis is on providing a specialist service within a defined area of cultural and heritage services. At the lower levels, while working independently, the focus is on providing support to the various services.

**Members of the family include:**

- Managers responsible for developing plans, organising teams and individuals to deliver plans and manage service delivery.
- Technical Specialists in culture and heritage, responsible for developing and co-ordinating a specialist service or managing the overall delivery of a library service.
- Library Assistants, who may work in a library, drive or assist in delivering services through a mobile library.

**Job Family: Cultural and Heritage**

**Code: CAH14**

**Grade: 14**

**Level Purpose:**

To lead, develop, implement and manage the strategies, policies and services of a key area to ensure the County Council meets its statutory obligations, present and future business needs.

**Overall:**

Jobs at this level are managers, leading the provision of Cultural services in a service area. This may be delivering a specialist service and / or leading service delivery. Typically, the role involves leading the development and implementation of strategies, policies and plans and / or managing the delivery of the service.

Jobs at this level are likely to involve managing specific service function, which requires experience in people and financial management. As these roles tend to provide specialist advice and guidance to stakeholders, a relevant professional qualification and extensive knowledge in the area of specialism is required.

Typically, the role requires working closely with internal and external stakeholders, often in complex and political environments. It requires strong collaboration, negotiation and influencing skills.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality & Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

## **Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

**Job Family: Cultural and Heritage**

**Code: CAH14**

**Grade: 14**

**Representative Accountabilities & Responsibilities:**

- Create and maintain a highly competent and participative work environment through visible leadership, promotion of professional standards, and the development of outcome-focused teams that understand their contribution to the service and wider success of the authority
- Lead the preparation, development, implementation and monitoring of service strategies, policies and plans for the department or service area
- Manage the service delivery area to ensure performance standards, targets and statutory requirements are met
- Control allocated budget within corporate financial regulations to ensure income targets are met; efficiency savings delivered
- Lead or contribute to cross-cutting interdepartmental initiatives and programmes
- Lead on promotion and development of service area to contribute to Government and DCC agendas
- Identify, negotiate and manage external sources of funding
- Provide professional advice and guidance in area of specialism to internal and external stakeholders
- Plan and prioritise resources to meet service delivery need

**Job Family: Cultural and Heritage**

**Code: CAH14**

**Grade: 14**

**Typical Knowledge, Skills & Experience:**

- Degree or equivalent professional qualification plus extensive experience
- Excellent leadership skills to inspire, motivate and develop team members to high levels of performance
- Up-to-date and comprehensive knowledge of relevant service practices, policies, standards and regulations
- Ability to develop and/or manage a service delivery area
- Ability to plan and prioritise allocation of limited resources
- Ability to operate strategically and embed the Council plan priorities in service planning and delivery
- Ability to interpret and manage budgets; generate income and cost savings
- Ability to identify and access external funding
- Ability to monitor and evaluate quality assurance systems and performance measures
- Demonstrated negotiation, influencing and collaboration skills
- Experience in developing and implementing policies, and business plans
- Experience in managing direct services to clients and users

**Job Family: Cultural and Heritage**

**Code: CAH13**

**Grade: 13**

**Level Purpose:**

To plan, organise and manage the delivery of a key area of cultural and heritage services, priorities, policies and procedures across the County.

**Overall:**

Jobs at this level are responsible for leading, implementing and managing the strategies and delivery of Cultural services across the County. Key to the role is managing human and financial resources for projects and work programmes. A Degree or equivalent professional qualification, plus significant relevant experience is required. Influencing, collaboration and negotiation skills are critical to improve service delivery and generate funding.

Job holders manage and support identified projects which contribute to formulating department and corporate policies. They produce structure / service plans for the relevant specialism. They are responsible for implementing agreed policies and procedures; required to make improvements within their division.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality and Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

## **Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

**Job Family: Cultural and Heritage**

**Code: CAH13**

**Grade: 13**

**Representative Accountabilities and Responsibilities:**

- Manage and motivate a team of staff maintaining a highly competent, creative and participative culture through visibly effective leadership
- Lead manage, develop, influence and implement strategic direction for relevant cultural service as per Council plan
- Lead and develop cultural services in the County
- Ensure completion of projects within budgetary and programme constraints
- Assess and monitor performance against targets and performance indicators and assess and manage risk across work programmes
- Develop, lead and maintain effective partnerships at both local and regional level and for the delivery of cultural services in the County
- Contribute to corporate management of the Council by overseeing implementation of corporate policies, strategies etc.
- Lead in development, implementation, monitoring and reviewing the relevant service plan, and contribute to other plans in the Department
- Identify both internal and external funding opportunities, including preparation of grant applications
- Assess, appraise and review the work in order to select the appropriate techniques for optimum use of resources
- Represent the Libraries & Heritage Division at Meetings as required

**Job Family: Cultural and Heritage**

**Code: CAH13**

**Grade: 13**

**Typical Knowledge, Skills and Experience:**

- Degree or equivalent professional qualification plus significant post qualification experience
- Experience in developing departmental service strategies
- Ability to manage, and develop a large team or a number of smaller teams, ensuring that all team members are valued and understand their contribution to the Service
- Experience in developing service plans to improve service delivery
- Ability to manage and co-ordinate an ongoing range of projects, service and activities
- Ability to interpret and understand diverse information
- Ability to conduct negotiations across a number of partnerships and have excellent communication skills, change management skills
- Knowledge of relevant Service practices, policies, standards and regulations
- Ability to operate relevant ICT systems and make recommendations for development
- Comprehend technical and legal information
- Ability to interpret and manage budgets and generate income
- Experience of funding generation and making bids

**Job Family: Cultural and Heritage**

**Code: CAH12**

**Grade: 12**

**Level Purpose:**

To manage and support the delivery of services and identified projects which contribute to formulating department and corporate policies.

**Overall:**

Jobs at this level require in depth expertise and knowledge in the area of their specialism, with the ability to influence and support senior management and other stakeholders. The focus is on managing projects and / or areas of work, ensuring budgets and timelines are met.

Job holders contribute to formulating policies and strategies. Planning is a key component, with responsibility for developing and monitoring own service area plan while contributing to other plans within the department.

**People Management**

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

**Equality and Diversity**

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

**Job Family: Cultural and Heritage**

**Code: CAH12**

**Grade: 12**

**Representative Accountabilities and Responsibilities:**

- Manage and motivate a team of staff taking responsibility for monitoring and feedback on their performance, recruitment and selection, guidance and advice and ensuring their development
- Manage and organise projects using a range of equipment, utilising a range of supporting ICT systems and ensure completion of projects within budgetary and programme constraints
- Set targets and monitor performance in order to ensure service /project delivery
- Lead in development, implementation, monitoring and reviewing the relevant service plan, and contribute to other plans in the Department
- Foster and develop partnerships within the community
- Monitor, review and improve service performance
- Assess, appraise and review the work in order to select the appropriate techniques for optimum use of resources
- Manage, monitor and review appropriate budgets and maximise income generation
- Represent the Libraries & Heritage Division at Meetings as required
- Promote the service and ensure customer care standards are met
- Set targets and monitor performance in order to ensure service /project delivery

**Job Family: Cultural and Heritage**

**Code: CAH12**

**Grade: 12**

**Typical Knowledge, Skills and Experience:**

- Chartered Librarian or equivalent professional qualification plus significant relevant experience
- Development of specific service strategy across the whole Department
- Ability to manage, motivate and develop others. Can be a team of Librarians spread across a large geographic area
- Develop service plans to improve service delivery, and increase the volume of library visitors across the area
- Ability to control and direct site operations to ensure the safety of employees and the public
- Ability and knowledge to competently and safely operate a range of relevant equipment
- Ability to manage and co-ordinate an ongoing range of projects /activities
- Ability to conduct negotiations and have excellent communication skills, change management skills
- Knowledge of Service practices and regulations
- Ability to use ICT, Microsoft Office and service specific software

**Job Family: Cultural and Heritage**

**Code: CAH11**

**Grade: 11**

**Level Purpose:**

To plan the delivery of services or manage the strategy, direction and funding of Cultural Services with Derbyshire..

**Overall:**

Jobs at this level require professional qualifications with post-qualification experience. They are responsible for managing the operational requirements of area libraries, arts, conservation or records functions. This requires and in depth knowledge of the relevant service delivery practices, procedures and regulations.

There is a budgetary and people management responsibility, with a requirement to help to develop, implement and monitor service area plans and strategies. Working collaboratively with partners is critical to bring about change and ensure excellent customer care standards are maintained.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Job Family: Cultural and Heritage**

**Code: CAH11**

**Grade: 11**

**Representative Accountabilities and Responsibilities:**

- Supervision or management of a defined team providing clear organisation, direction and development
- Manage the day to day operations of area libraries, arts, conservation or records function
- Ensure completion of work within budgetary and programme constraints
- Assist in leading the area team/arts in development, implementation, monitoring and reviewing the area service plan and strategies
- In conjunction with Business Services seek improvement in admin procedures within the area, conservation or record function
- Ensure excellent customer care standards are maintained
- Ensure effective management of service buildings in accord with the County Asset Management Plan
- Manage relief staffing budget for the area, and a small petty cash account
- Ensure all financial procedures in the area comply with agreed Financial Regulations
- Represent the Libraries & Heritage Division at Meetings as required
- Promote awareness and use of the service via presentations, Intranet, workshops and publications
- Employ specialist techniques relevant to service area

**Job Family: Cultural and Heritage**

**Code: CAH11**

**Grade: 11**

**Typical Knowledge, Skills and Experience:**

- Qualified Librarian, Degree or equivalent professional qualification, recognised post graduate qualification plus some post qualification experience
- Knowledge of Library / Record/Arts service delivery practices and procedures
- Experience of and ability to manage, motivate and develop a team
- Ability to manage and co-ordinate ongoing projects /activities
- Demonstrated interpersonal / communication skills
- Knowledge of Library/ Record/Arts service financial systems and routines, including authorising invoices for payment
- Ability to use relevant Microsoft Office and Service Specific Software
- Ability to work collaboratively with partners
- Financial experience or training sufficient to manage budgets where appropriate
- Ability to control and direct site operations to ensure the safety of employees and the public

**Job Family: Cultural and Heritage**

**Code: CAH10**

**Grade: 10**

**Level Purpose:**

To develop and co-ordinate the provision of cultural services to customers or work as a specialist in an area of cultural services.

**Overall:**

Jobs at this level are likely to require professional qualifications and relevant experience to provide specialist knowledge and skills in an element of cultural services to national and local standards, legislation and procedures.

This level requires the ability to engage with service users to ensure that the highest levels of customer care and accessibility are achieved, promoting and developing cultural services.

**People Management**

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Job Family: Cultural and Heritage**

**Code: CAH10**

**Grade: 10**

**Representative Accountabilities and Responsibilities:**

- Management of staff including absence monitoring, appraisal, training, recruitment & selection
- Provide a specialist service requiring expert knowledge of the subject or service area
- Day to day management of Service to required standards and its development and promotion
- Produce and promote service strategy .
- Advise and guide service users to undertake historical research
- Supervise any specialist service requirements and/or materials
- Integrate enquiry services with other Council services
- Co-ordinates provision of electronic and on-line information resources
- Professional lead for relevant Service area, representing the County's interests at both regional and national forums
- Identify and acquire materials for the service, evaluate possible resourcing options and stock management, conservation and preservation
- Provision of a broad range of library services to service users (including specialist users such as prisoners and prison staff)

**Job Family: Cultural and Heritage**

**Code: CAH10**

**Grade: 10**

**Typical Knowledge, Skills and Experience:**

- Degree and post Graduate Qualification and relevant experience
- Technical/ conceptual knowledge
- A comprehensive knowledge of the relevant element of the services, national and local standards, legislation and procedures
- Specialist knowledge and skill regarding the relevant element of the service
- Ability to plan and organise own work
- Ability to negotiate and persuade and build and maintain effective working relationships at all levels
- Ability to use ICT, Microsoft Office and service specific software

**Job Family: Cultural and Heritage**

**Code: CAH09**

**Grade: 9**

**Level Purpose:**

To develop and co-ordinate cultural services to local people in a specialist area or assist in implementing specific programmes across several locations.

**Overall:**

Jobs at this level are likely to be the lead officer in an area of specialism, responsible for developing and delivering cultural services to local communities. Job holders are actively involved in working with local, regional and national contacts to develop and promote services.

**People Management**

Allocate work and monitor the standard of team performance and ensure resolution of any issues.

**Equality and Diversity**

Actively support the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Identify opportunities and risks associated with the service and escalate/report to management.

**Job Family: Cultural and Heritage**

**Code: CAH09**

**Grade: 9**

**Representative Accountabilities and Responsibilities:**

- Supervise and support staff, ensuring their development and provision of effective services
- Manage the day to day delivery of the service, responding to enquiries
- Develop and deliver an efficient and effective service to local communities
- Produce work to meet specification and quality standards, and customer expectations
- Participate in the production of Plans
- Work collaboratively with local, regional and national contacts concerning service development
- Promote the work of the service and maximise any funding opportunities especially with external partners
- Be responsible for stock management and acquisition
- Influence work programming , performance management and working efficiently
- Research, prepare reports and give presentations as required
- Represent the Libraries & Heritage Division at meetings
- Assist in development of virtual access to collections
- Plan and organise exhibitions and programmes

**Job Family: Cultural and Heritage**

**Code: CAH09**

**Grade: 9**

**Typical Knowledge, Skills and Experience:**

- Degree or equivalent and relevant experience in one of the areas of specialism
- Or significant practicable experience
- A comprehensive knowledge of the relevant services, standards, legislation and procedures
- Ability to analyse service quality, develop and make recommendations on service development/improvement
- Ability to plan and organise own work including exhibitions
- Marketing and promotional skills, and ability to contribute toward formulation of funding bids where appropriate
- Negotiating and influencing skills
- Written and verbal communication skills and the ability to build relationships and influence others based on knowledge of the area
- Ability to use ICT, Microsoft Office and service specific software

**Job Family: Cultural and Heritage**

**Code: CAH08**

**Grade: 8**

**Level Purpose:**

Jobs at this level may provide a specialist service where knowledge and expertise in a specific area of cultural services is required.

**Overall:**

Jobs at this level are responsible for the provision of specialist services. Job holders are authoritative on procedures of some complexity and variety; and have an understanding of relevant methods, systems and processes and their importance to the overall work area.

**People Management**

Instruct and guide colleagues in the distribution and conduct of work in the team.

**Equality and Diversity**

Act in accordance with the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Contribute to risk awareness in carrying out your duties and raise issues where appropriate.

**Job Family: Cultural and Heritage**

**Code: CAH08**

**Grade: 8**

**Representative Accountabilities and Responsibilities:**

- Assessing materials and identifying the most appropriate techniques for conservation treatment
- Apply an understanding of techniques, methods or processes to provide interpretation, advice and recommendations to ensure the effective operation of the service
- Maintain and improve operational efficiency and quality of service of own area through improvements in procedures and process
- Monitor budgets and process financial information to help to ensure that finances are appropriately controlled and that the wider impact of purchasing decisions are considered
- Maintain excellent customer care standards
- Provide information and advice to service users
- Process requests and notify customers accordingly

**Job Family: Cultural and Heritage**

**Code: CAH08**

**Grade: 8**

**Typical Knowledge, Skills and Experience:**

- Degree in field of Culture and Heritage with a specialism in Paper Conservation where required
- OR significant relevant experience
- Knowledge of national framework of Archival Standards
- Some experience, supervisory and training of staff
- Ability to undertake stocktaking and maintenance of stock
- Ability to plan and organise agreed weekly workload effectively
- Ability to use ICT, Microsoft Office and service specific software

**Job Family: Cultural and Heritage**

**Code: CAH07**

**Grade: 7**

**Level Purpose:**

To provide a cultural service to customers through the efficient organisation of staff, stock, building and / or vehicles.

**Overall:**

Jobs at this level are responsible for the day-to-day operation of library or museum services. This involves a range of complex and varied duties to ensure service users are provided with materials, information and advice, and a secure service point. The ability to supervise, train, guide and support staff is critical to ensure excellent customer care standards.

**People Management**

Allocate routine or basic work to team colleagues and co-ordinate the work tasks, under instruction.

**Equality and Diversity**

Act in accordance with the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Contribute to risk awareness through carrying out of duties and raise issues where appropriate.

**Job Family: Cultural and Heritage**

**Code: CAH07**

**Grade: 7**

**Representative Accountabilities and Responsibilities:**

- Be responsible for the day to day operation of the larger libraries/museum service point
- Supervise team and allocate work on a day to day basis
- Maintain excellent customer care standards, ensuring the accessibility of services to all users
- Provide information and advice to service users
- Report service point defects
- Undertake stock maintenance and ensure stock is attractively displayed, including exhibitions
- Responsibility for banking of cash and petty cash
- Process requests and notify customers accordingly
- Ensure supply of stationery and materials
- Adhere to and apply established practices and procedures
- Provide statistics and relevant information as required

**Job Family: Cultural and Heritage**

**Code: CAH07**

**Grade: 7**

**Typical Knowledge, Skills and Experience:**

- Vocational Qualification within a related field
- OR some relevant experience
- Some experience, supervisory and training of staff.
- Ability to organise the library/museum service point on a day to day basis
- Ability to undertake stocktaking and maintenance of stock
- Ability to plan and organise agreed weekly workload effectively
- Ability to use ICT, Microsoft Office and service specific software

**Job Family: Cultural and Heritage**

**Code: CAH06**

**Grade: 6**

**Level Purpose:**

To provide a cultural service to customers through the efficient organisation of staff, stock, building and vehicle(s).

**Overall:**

Jobs at this level are likely to be responsible for organising the staff, stock, building and vehicle(s) in the operation of a library (either static or mobile) or museum service point. The ability to supervise, train, advise and support staff is critical to ensure excellent customer care standards.

**People Management**

Allocate routine activities to team colleagues and co-ordinate the work tasks, under instruction.

**Equality and Diversity**

Act in accordance with the authority's Equality and Diversity policy.

**Health and Safety**

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

**Risk Management**

Contribute to risk awareness through carrying out of duties and raise issues where appropriate.

**Job Family: Cultural and Heritage**

**Code: CAH06**

**Grade: 6**

**Representative Accountabilities and Responsibilities:**

- Be responsible for the day to day operation of the library/museum service point
- Day to day allocation of tasks to team members
- Maintain excellent customer care standards
- Provide information and advice to service users
- Collating 'theme' boxes of learning resources for schools
- Support senior officers to develop, maintain and care for museum collections
- Report service point /vehicle defects
- Undertake rotation of stock and stock maintenance and ensure stock is attractively displayed, including exhibitions
- Responsibility for banking of cash and petty cash
- Process requests and notify customers accordingly
- Ensure supply of stationery and materials
- Adhere to and apply practices and procedures, e.g. customer care, cash handling and manual handling
- Provide statistics and relevant information as required

**Job Family: Cultural and Heritage**

**Code: CAH06**

**Grade: 6**

**Typical Knowledge, Skills and Experience:**

- Vocational Qualification within a related field
- OR relevant experience within a library or museum
- Ability to supervise staff
- Ability to organise the library/museum service point on a day to day basis
- Ability to undertake stocktaking and maintenance of stock
- Ability to plan and organise agreed weekly workload effectively
- Ability to use ICT, Microsoft Office and service specific software