

Leadership Family

A job family is a method of grouping 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 Leadership and Management Job Family within the 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 relating to The Derbyshire Leadership Standards, including people management, financial management, equality and diversity, health and safety and risk management.

The family's key characteristics are:

Leading and managing Council services, likely to include:

- Developing and planning business policy, strategies and operational plans; to meet political and business requirements.
- General planning, reviewing and influencing the delivery of significant financial, people and physical resources.
- Leading defined service, business or technical expertise.
- Deploying specific technical expertise which has a major or significant focus on planning, managing and controlling a service or management function requiring this expertise.

The levels of work are primarily dictated by the scale, breadth and complexity of the area or function being led or managed.

At the lower levels managers within the job family are provided with direction and support from senior members of the family, who have overall accountability for the management function. Roles may focus on functional expertise applied widely in the Council; others a direct lead on a specific area of service delivery.

Members of the family include:

- Directors and Senior Managers.

Job Family: Leadership

Code: LDR16

Grade: 16

Level Purpose:

To plan and organise one or more specific service areas and functions, for the Council to support and assure the leadership and management of Council services.

Overall:

These roles are likely to work to a more senior executive who will also have overall accountability for the area managed. In the specific area the role may be the lead technical expert in their field, expected to provide expert advice. Alternatively they are a key support to the technical lead of the senior executive. Where someone is the lead technical expert, this is likely to be associated with an area or function with less breadth and scale than roles at a higher level in this family. Roles at this level may often be involved in leading transformational change.

Representative Accountabilities & Responsibilities:

- Engage with staff and stakeholders to shape service vision and relevant operational plans; Agree priorities and objectives in line with the service plan and relevant corporate policies & external legislation.
- Create a clear sense of direction and ownership of plan objectives through the effective use of performance management processes ensuring delivery of required service or function standards.
- Minimise the potential for risk to negatively impact on plan objectives through the promotion and use of the corporate risk management framework to develop a risk management programme.
- Lead and manage significant and high profile change programmes with impact across the Council or within a major service area.
- Maximise the effectiveness of the workforce using workforce planning to inform development priorities.
- Promote and develop opportunities to collaborate and share best practice with other council services and external partners to add value to the service.
- Develop a culture of effective management of finance, seeking opportunities and new ideas to reduce costs whilst ensuring the financial integrity of the managed area to meet regulatory and Council policy compliance.
- Provide specific business, technical, service area expertise in the Council; propose advice, recommendations and solutions.
- Value & use challenge and feedback from inside and outside the service area to continuously improve service provision.
- Use HR policy and processes to ensure consistency and fairness in the management of employees.
- Use corporate project management approach to manage change, capital and revenue projects.
- Respond to information requests from elected members; recommend advice on issues relevant to the managed area.
- Develop and implement compliance standards for the business/technical area to assure achievement of internal reporting requirements and compliance to external legislation and regulations.

Typical Knowledge, Skills & Experience:

Leading Change

Ability to build a climate of trust during periods of change, using leadership skills to generate positive support and energy for change proposals. Ability to lead council wide transformational change projects.

Performance Management

Demonstrates personal clarity of purpose and ability to develop shared vision. Planning and communication skills that lead to high levels of performance within services and across partnerships and multi-agency teams.

Financial management

High level of numeracy and analytical skills to enable financial scenario planning and the development of business cases to support service transformation. Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making.

Commissioning

Ability to objectively assess need and make strategic decisions in relation to service priorities and work across service boundaries to identify the total resource available. Creates effective, sustainable supplier relationships through strong contract management practice.

Employee engagement & well being

High level communication skills that enable genuine dialogue with individuals and across teams, engaging all staff in continuous service improvement. Experience of providing safe working environments and developing practice to maintain physical and mental health of employees.

Engaging communities and individuals

Experience of planning and delivery of services with a focus on individual needs. Experience of developing ways of working that encourage and support understanding of, and engagement with, relevant communities or internal clients.

Risk & asset management

Use of risk and asset management practice to embed a culture of innovation in the use of resources and shared learning across service boundaries and partnerships.

Governance of programmes and projects

Use of programme and project management to build high levels of confidence in the delivery of complex and/or high resource capital, revenue and change projects.

Political Awareness and Decision Making

Has good self awareness and strong interpersonal skills to develop productive, strategic working relationships in a political environment.

Technical knowledge and experience

Lead technical expert in their field, expected to provide expert advice, or a key support to the technical lead of the senior executive.

Job Family: Leadership

Code: LDR15

Grade: 15

Level Purpose:

To plan and organise one or more specific service areas and / or functions for the Council; support and assure the leadership and management of Council services.

Overall:

These roles work to a more senior executive who will have overall accountability for the area or function they manage. This senior manager may also have associated expertise in the area managed, to assist with issues of particular complexity. In the specific area or function the role will be qualified by experience or formal training, expected to contribute and provide expert advice. Where someone is the Council's technical expert, this is likely to be associated with an area or function with less breadth and scale than roles at a higher level in this Leadership family. Where the role specialises in managing resources these are also likely to be of lesser scale and breadth than higher roles in the family.

Representative Accountabilities & Responsibilities:

- Engage with staff and stakeholders to shape service vision and relevant operational plans; Agree priorities and objectives in line with the service plan and relevant corporate policies & external legislation.
- Create a clear sense of direction and ownership of plan objectives through the effective use of performance management processes.
- Prepare and present all required operational reports and information.
- Minimise the potential for risk to negatively impact on plan objectives using the corporate risk management framework.
- Maximise the effectiveness of the workforce using workforce planning to inform development priorities.
- Seek opportunities to collaborate and share best practice with other council services and external partners to add value to the service.
- Control the financial expenditure and integrity of the managed area to assure regulatory and Council policy compliance.
- Provide specific business, technical, service area expertise in the Council; propose advice, recommendations.
- Value & use challenge and feedback from inside and outside the service area to continuously improve service provision.
- Use HR policy and processes to ensure consistency and fairness in the management of personnel.
- Use corporate project management approach to manage change, capital and revenue projects.
- Respond to information requests from elected members; recommend advice on issues relevant to the managed area.
- Implement compliance standards for the business/technical area to assure achievement of internal reporting requirements and compliance to external legislation and regulations.

Job Family: Leadership

Code: LDR15

Grade: 15

Typical Knowledge, Skills & Experience:

Leading Change

Ability to build a climate of trust during periods of change, using leadership skills to generate positive support and energy for change proposals.

Performance Management

Demonstrates personal clarity of purpose and ability to develop shared vision. Planning and communication skills that lead to high levels of performance within services and across partnerships and multi-agency teams.

Financial management

High level of numeracy and analytical skills to enable financial scenario planning and the development of business cases to support service transformation. Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making.

Commissioning

Ability to objectively assess need and make strategic decisions in relation to service priorities and work across service boundaries to identify the total resource available. Creates effective, sustainable supplier relationships through strong contract management practice.

Employee engagement & well being

High level communication skills that enable genuine dialogue with individuals and across teams, engaging all staff in continuous service improvement. Experience of providing safe working environments and developing practice to maintain physical and mental health of employees.

Engaging communities and individuals.

Experience of planning and delivery of services with a focus on individual needs. Experience of developing ways of working that encourage and support understanding of, and engagement with, relevant communities or internal clients.

Risk & asset management

Use of risk and asset management practice to embed a culture of innovation in the use of resources and shared learning across service boundaries and partnerships.

Governance of programmes and projects

Use of programme and project management to build high levels of confidence in the delivery of complex and/or high resource capital, revenue and change projects.

Political Awareness and Decision Making

Has good self awareness and strong interpersonal skills to develop productive, strategic working relationships in a political environment.

Technical knowledge and experience

Lead technical expert in their field, expected to provide expert advice, or a key support to the technical lead of the senior executive.