

Organisational Leadership

Strategic direction setting and oversight of the Council and services

- Roles within this family will set the strategic direction of the Council, maintaining the corporate oversight of all Council services.
- Public and visible accountability is central to the family, as roles will work across the and the Council to drive change, be ambassadors for the place, and shape the vision.
- Roles will subsequently need to strategically plan service outcomes across medium to longer term timescales, will manage a range of priorities and will need to balance performance and risk.
- Roles within this family will be drawn from across the Council but will maintain a strong corporate identify, driving strategy that strongly interrelates across all services.



Level 21

Level 20

Level 19

Level 18

Level 17

Level 16

Level 15

Organisational Leadership



Level 16

Roles at this level set direction for area of specialism, working under direction from broad strategic objectives, with responsibility for a number of streams of diverse activity.

Scope of Work

Role holders at this level will be required to deliver service objectives through the management of other managers. They will have oversight of a broad and diverse portfolio, with direct reports generally aligned to the same objective, but with the role holder expected to deliver a cohesive, joined up service to the Council.

The role holder will therefore need to co-ordinate and integrate a number of sub functions within the department and will be expected to set operational priorities and manage relationships within the department. They will have significant freedom to initiate and implement changes to their team structure. They will be shaping the strategic direction for their area of responsibility.

Excellent communication skills are required to lead and manage their service area, and to provide inspirational leadership, as well as to contribute towards broader strategic objectives.

Accountabilities/Responsibilities

- Contribute to the formulation of strategy for the wider business area, with operational leadership responsibility for their team and area to deliver the strategic objectives.
- Be accountable for ensuring that this area is compliant with legislation, Council policies and procedures, focusing on improvements and/or procedures to deliver.
- Plan, manage and monitor the use of available financial, physical and human resources, making efficiency savings in order to align the use of the resources with the strategy for the overall service area.
- Lead change and improvement across the service area, scanning the horizon for external and customer trends, and recommending innovative approaches to service delivery to senior management.

Organisational Leadership



Level 16 continued...

Accountabilities/Responsibilities continued...

- Make recommendations to Senior Officers or Members on the best course of action to resolve complex and high-profile service issues, to ensure the best outcome is achieved for citizens and the Council.
- Influence and interact at a senior level both internally and externally, representing and championing the range of services within the functional area, in order to develop new relationships, secure partnerships for collaborative working and deliver shared objectives.
- Act as a Place Leader for Hertfordshire, creating an environment in which the Council can jointly design, commission, and deliver outcomes with partners, by unlocking barriers and monitoring the success of these partnerships.

Skills, knowledge and experience

- Professional level qualifications and/or additional knowledge gained through management qualification or relevant experience,
- In-depth understanding of specific area of expertise, as well as broader understanding of the sector and all relevant internal and external pressures.
- Understanding of broader local government developments and emerging trends.
- Significant people and financial management experience.
- Broad experience of service planning and implementation.
- Strong organisational/'political' awareness and ability to develop long term relationships and networks external to the Council, to influence and change behaviour.

Role Sizing

Level 16: Roles will be larger Heads of Service, with a large and diverse portfolio reporting to a Director for a major function.