

Assistant Director for Economy

Job Description and Person Specification

Our People Values

Our main goal is to ensure that Worcestershire is a fantastic place in which to live and work and making that a reality. An essential part of what we do is to listen to our residents – communities, service users and businesses – and act upon what they tell us is important to them.

As an Assistant Director we will want you to champion Our People Values, namely:

- **Customer Focus** - "putting the customer at the heart of everything we do"
- **'Can do' Culture** – "being proactive to achieve excellence"
- **Freedom within Boundaries** – "courage to make constructive change"

This philosophy and way of working will continue to shape our aspirational and ambitious Corporate Strategic Plan.

Role Purpose

This role will be a key member of the Council's reshaped Chief Officer Group (COG). It will take operational responsibility for a number of functional areas, transforming those areas in the most effective and efficient way that enables Worcestershire to be a great place to live, work and do business for all of our communities, citizens and businesses.

The post holder will be expected to inspire, influence and challenge key leaders and decision makers across Worcestershire County Council, Partners and other stakeholders. The role will be operating in a challenging financial envelope and will be expected to lead, generate and nurture innovative solutions within a reducing budget.

Reporting to the Strategic Director for Economy and Infrastructure, the postholder will be expected to deliver sustainable and transformational improvements across the Council, developing strong and effective partnerships with other public, private and 3rd sector organizations in support of delivery of these strategies and plans and commission effective services that see the desired outcomes being implemented.

Corporate Accountabilities: As a member of the Chief Officer Group (COG) you will be expected to:

1. Contribute to the operational leadership and management of the Council to ensure that there is coherence and effective prioritisation in delivering the ambition of the Council.
2. Share collective ownership of all outcomes.
3. Lead the development and implementation of corporate policies, procedures and strategies to support efficiency savings, flexibility, change and continuous improvement.
4. Deliver identified outcomes within available resources executing plans effectively and efficiently. To be underpinned by a strong financial, commercial and risk management culture, with plans in place to maximise income for the organisation in line with statutory, regulatory and constitution requirements;
5. Provide effective, timely and well-judged advice and guidance to Elected Members acting as an expert adviser to the Council, Strategic Director and Chief Executive on people related issues.
6. Create a culture of accountability and delivery. Challenging the status quo, having a relentless approach to implementing solutions, leading through complexity, and constructively and appropriately challenging peers, staff, members and partners to deliver agreed results and objectives

7. Develop short to medium-term strategies that enable Worcestershire to strengthen its position as a great place to live and work for the benefit of all its communities and citizens.
8. Ensure the translation of the Council's Corporate Plan and its Medium-Term Financial Plan (MTFP) into effective delivery to achieve the Council's desired outcomes including effectiveness of all its services through service reviews, plans for continuous monitoring and implementation of efficiency savings
9. Ensure a commercial and outcome-focused approach to managing providers (internal and external) and developing new markets, which deliver best value for citizens, in terms of achievement of outcomes, financial performance, quality and statutory compliance;
10. Co-create and act as a role model for a Member and officer leadership culture that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace and passionate commitment to citizens and their needs across Worcestershire.
11. Provide visionary leadership to staff within the service area to create a strong performance culture and ensure the delivery of excellent services.
12. Building and developing a high performing directorate leadership team, who gain leadership credibility by modelling the behaviours and performance standards expected of others. Identifying, developing and exploiting talent and ensuring a strong succession plan is in place for key roles within the Directorate.
13. Demonstrate an active commitment to health and safety and encourage the development of a positive health and safety culture which ensures, as a minimum, that the Council fulfils its legal obligations in relation to health, safety and welfare of employees and those affected by work undertaken by the Council.
14. Act as an ambassador for the Council, on a local and regional basis.
15. To undertake other such duties, training and/or hours of work as may be reasonably required, and are consistent with the general level of responsibility of this post

Specific role accountabilities: as Assistant Director for Economy, you will be responsible for:

Developing, articulating, and delivering the Council's economic vision and policy, whilst creating a consensus for that vision with council members, strategic partners and stakeholders.

This includes:

- Advising and leading the Council on economic strategies, working closely with the Cabinet Member, Strategic Director, partners and other key stakeholders to develop and articulate Council's local and strategic priorities.
- Acting as an ambassador for the Council in the communication of its corporate ambitions in economic strategy.
- Leading the Net-Zero plans and programme.
- Digital connectivity, e.g. Broadband, 5G;
- Grant funded economic development initiatives;
- Future skills strategy for county i.e. how we attract and retain core talent of the county working with partners
- Developing, delivering and managing strong, effective relationships with partners and stakeholders including Government agencies and the private sector to secure successful delivery of economic, net zero and future skills strategy.

Reporting Relationships

Accountable to: Strategic Director for Economy & Infrastructure

Accountable for:

- Economic Growth and Investment Manager
- Digital Connectivity Programme Manager

Annual Budget Accountability

FTE:	circa 50
Capital Budget:	£14.1M
Revenue Budget:	£8.6M

Political Restriction: This post falls within the definitions set out in the Local Government and Housing Act 1989 (LGHA), as amended from time to time, of a “politically restricted” post. Therefore, the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.

Key Relationships:

Internal: Cabinet, Strategic Leadership Team, Wider Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across all directorates.

External: City/District/Borough Councils, MPs, Parish & Town Councils, Other local authorities, Government Agencies & Departments, Police, Fire, Local Enterprise Partnerships, Public Sector Partners, Utility Companies, private sector organisations, Contractors, Service providers, Statutory and Voluntary Organisations, members of the public, pressure and special interest groups.

Other/general Duties:

- Promote equality of opportunity and diversity for all employees and customers in line with the Council’s policies and practices;
- Undertake the role of ‘silver commander’ in the County Council’s emergency planning arrangements.

Notes:

- The Council reserves the right to alter the content of this job description, after consultation, to reflect changes to the job or services provided, without altering the general character or level of responsibility.
- Reasonable adjustments will be considered as required by the Equalities Act.

PERSON SPECIFICATION

This is a high profile and demanding leadership and management role. The organisational scale is substantial and the job is highly visible. While clearly rewarding, the work can be challenging and pressurised at times, with conflicting priorities. It therefore requires candidates of the very highest quality who can clearly demonstrate how their experience, knowledge, skills and personal qualities match the following requirements.

Experience, knowledge, skills:

1. A level 6 qualification such as an Honours degree or equivalent in a relevant subject or technical discipline.
2. Able to demonstrate substantial successful leadership experience at a senior strategic level within an organisation of appreciable scale and complexity. Experience can be either gained in public (including voluntary sector) or private sector roles but candidates must be able to demonstrate that their experience is relevant and that they have a successful track record of leading, improving and transforming major service areas.
3. Able to demonstrate relevant, substantial successful strategic leadership experience in some/most the following areas:
 - a. The successful development and execution of strategy in relevant areas;
 - b. Management in areas of public service including economy and regeneration
 - c. Collaborative working with partners and stakeholders in public sector project / service delivery
 - d. Leading and managing complex matrix teams to deliver outcomes and targets.
4. Significant demonstrable experience gained in public (including voluntary sector) or private sector roles, but candidates must be able to demonstrate both that their experience is relevant and that they have a good understanding of the challenges of operating as an Assistant Director of a large democratically led organisation.
5. Able to demonstrate substantial successful experience of:

- a. Supporting major cultural change within a large organisation, including successful communication and engagement strategies.
 - b. Operating in a sophisticated and complex environment requiring shrewd and high level political awareness.
 - c. Handling significant budgets with responsibility for financial management.
 - d. Attracting and securing funding to support the organisation's objectives.
 - e. Developing and implementing successful partnership arrangements to achieve outcomes and targets.
 - f. Management of communications and engagement, with awareness of the relevant sensitivities.
 - g. Managing complex, mutually beneficial relationships which ensure quality assurance of external provision.
 - h. Strong leadership and people management, demonstrating the ability to motivate, challenge, support and develop individuals and teams to deliver outcomes.
 - i. Proven track record of high interpersonal impact with others, including experience of successfully building internal and external relationships with a diverse range of stakeholders.
6. Significant senior level experience of:
 - a. building and maintaining relationships and partnerships.
 - b. creating strategies, interventions and innovative solutions to complex issues
 - c. leading teams, providing direction and managing performance
 7. Able to demonstrate evidence of commercial and sound financial management skills.

Personal qualities and outlook:

1. An effective and 'visible' leader, with the personal vision and presence to inspire and empower the County Council to improve and achieve its key objectives.
2. A 'moderniser' – committed to improvement, clear customer focus and understands the Council's approach to delivery.
3. A modern approach to people management, demonstrating an effective balance between direction, empowerment and assertiveness.
4. Able to work effectively in a political environment, building productive relationships with elected members and demonstrating political sensitivity and diplomacy.
5. Decisive and assertive when required, but always courteous. Able to challenge constructively and to deal with conflict. Never acts aggressively.
6. Resilient and calm when under pressure, able to balance conflicting priorities and manage their time well.
7. Comfortable with the pressures and high level of accountability and associated responsibilities of the Assistant Director role.
8. Demonstrates the highest standards of personal integrity at all times, leading by example.
9. Demonstrates respect for others at all times and is a supporter of the equalities agenda.

Management Leadership Competences

As an Assistant Director you will actively shape future strategy and the market. Shaping, owning and driving strategy and resources across WCC, not just within your own directorate. You will play a key role in managing and developing Level 2 and Level 3 Managers. They are responsible for dealing with Council wide relationships and reputation.

Generic Competences

Communicating with Impact

- Communicate using natural presence and authentic charisma
- Utilise feedback on how your communication influences others
- Identify how and when to apply different methods of communication
- Build rapport and gain trust
- Apply the most effective approach to inspiring and motivating in different contexts
- Successfully influence and negotiate with a wide range of stakeholders, peers and staff

Facilitating Development

- Use goal orientated coaching with your staff that is focused on the achievement of measurable results
- Empower staff to solve WCC challenges through seizing responsibility and engaging their own innovation
- Enhance your own personal performance by seeking out constructive feedback, gaining insight and awareness of your own strengths and challenges
- Create a climate of continuous learning and self-development
- Utilise effective questioning and listening skills to enhance others' personal and professional development
- Act as an inspiring role model and mentor for others

Leading from Within

- Act with authenticity and courage
- Be aware of the impact that your behaviours have on yourself and others
- Ensure that your actions are congruent with who you are and what you stand for
- Reflect on your core identity and purpose as a leader
- Promote leadership development and self-awareness, creating an environment of openness and trust where opinions are expressed and heard
- Develop and execute strategies to gain personal resilience by re-energising yourself and others
- Take a stand in the face of adversity
- Take risks and let go of fears that hold you back
- Be willing to remain open and tuned in to feedback from both internal and external sources

Fostering Teamwork

- Develop and implement strategies to enhance the performance of your teams
- Maximise the performance of individuals for the benefit of the team
- Understand team dynamics and know how to intervene to improve them
- Collaborate with and appreciate others, adapting to different work styles and preferences
- Build cohesive teams around a common purpose and inspire allegiance
- Build mutually beneficial relationships, seek opportunities to promote a culture of collaboration and partnership
- Ensure accountability through defining clear roles and responsibilities

Specific Competences for this level of Management

Agile Thinking

- Think strategically (up to 3 years and beyond) and with business acumen
- Consciously choose different thinking and processing styles to heighten your effectiveness
- Use a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making
- Facilitate member and officer thinking, helping them to look at issues from different perspectives
- Suspend judgements and engage in dialogue before coming to conclusions
- Help teams to share their thinking and facilitate team learning

Creating a Compelling Vision

- Establish direction by thinking strategically and making discriminating choices
- Expand current boundaries of thinking and present possibilities that can take you and your directorate beyond perceived limitations
- Translate the vision into clear quantifiable goals
- Determine and convey the underlying purpose and intent behind the vision
- Be pro-active in creating and communicating inspiring personal and collective visions
- Engage and inspire the directorate in building commitment to growth
- Be in tune with, read and predict social, political, economic and cultural trends

Delivering Results

- Set clear and meaningful targets in alignment with WCC's vision and values
- Ensure a delivery mind-set is embedded within WCC
- Create results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with WCC's strategic aims
- Take personal responsibility for WCC performance and results
- Be confident in your ability to consistently deliver high performance
- Use clear targets and metrics to provide feedback on performance

Leading Change

- Be adaptable in dealing with change, personally and professionally
- Deal effectively with ambiguity and uncertainty
- Forecast changes in the market or environment
- Provide the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others
- Understand, deal with and overcome resistance to change
- Agree and design change initiatives
- Apply creativity in the change process
- Seek to evolve WCC to meet future trends by challenging the status quo