

Grade: Chief Officer **Responsible to:** The Council

JE Code: JE1381

Job Purpose

Working with the Council, to lead, motivate and inspire the organisation to deliver continuous improvement, focusing on improving the quality of services and customer services through new innovative ways of working, empowering individuals and teams and managing performance.

As the leader of the Corporate Leadership Team (CLT), to provide the conditions for outstanding performance by Council services and to work with public, private and civil society partners to achieve the Council's defined outcomes for the community.

Key Areas of Responsibility

1. Corporate Leadership: Strategic Responsibilities

- a) Support the Leader and Cabinet with the development and implementation of the Council's vision, values and objectives.
- b) Provide to CLT, strategic leadership and direction translating the overall political vision into effective achievement, focusing on strategic and key issues of concern to the Council.
- c) Communicate and engage with MKC's workforce ensuring that the Council's vision, values and strategic objectives are made a reality to all colleagues by providing a clear sense of direction, optimism and purpose.
- d) Lead and ensure a one-council culture to service provision and improvement.
- e) Lead and manage the corporate policy planning and performance management process to ensure corporate effectiveness through effective target setting.
- f) Ensure that equal opportunities policies and practices are in place to eliminate unfair discrimination, both as an employer and provider of services.

2. Performance, Quality Management and Service Improvement

- a) Develop and maintain effective systems for performance and quality management within a corporate framework, including the setting and monitoring of indicators and annual service plans.
- b) Ensure that the performance and quality indicators are embodied within service and annual business plans, effectively communicated within the organisation, disseminated, monitored and managed throughout the Council through the corporate performance management framework.

3. Management and Co-ordination

- a) Ensure systems are in place for the efficient and effective organisation and management of the workforce ensuring that MKC delivers its strategic objectives, lives its organisational values, and progresses the further development of a 'one council' culture.
- b) Develop, mentor and performance appraise members of CLT and other staff reporting to the CEO.
- c) Lead the organisation and set a personal example of honesty, integrity and probity in all matters.
- d) Line manage the Corporate Directors and other direct reporting include the Director of Strategy & Futures and the Acting Service Director of Policy, Insight and Communications.
- e) Support and advise the Council on issues arising from its ownership of Milton Keynes Development Partnership and membership of LGSS.

4. Community Leadership

- a) Play a key role in maintaining and developing effective collaboration with partner organisations delivering services in Milton Keynes, to maximise mutual benefit and meet the needs of MK residents.
- b) Ensure that MKC colleagues actively engage with partners and play a full community leadership role.
- c) Develop mechanisms for identifying future trends and community need in relation to MKC services.
- d) Ensure that MKC services are driven by quality, judged by their results and determined by the needs of the community.
- e) Initiate and develop appropriate links and partnerships.
- f) Engender within the organisation a culture of valuing and celebrating the rich diversity of the Borough's communities, building on MKC's positive approach to equalities.

5. External and Internal Relations

Ensure effective relationships with councillors, partners, Government Departments and key officials, regional bodies, clients, the public, MPs and the media.

6. Special Accountabilities

To be the Statutory Head of the Paid Service under S4 of the Local Government and Housing Act 1989.

- a) Overall corporate management and operational responsibility (including overall management responsibility for all officers).
- b) Provision of professional advice to all parties in the decision-making process.
- c) Together with the Service Director Legal and Democratic Services, responsibility for a system of record keeping for all the Council's decisions.
- d) Together with the Monitoring Officer, responsibility for promoting and maintaining probity in all MKC activities.
- e) Representing the Council on partnerships and external bodies (as required by statute or the Council).
- f) Borough Co-ordinator in emergencies.

7. Key Tasks

Overall responsibility to the Council for organisational leadership, management, and performance:

- a) Provide visible organisational leadership, actively and effectively promoting the Council's vision, values, aims, objectives and priorities to staff, partners and the public. Ensure visible and accessible leadership presence both within and without the organisation that complements the role of elected members. Model MKC's values and competences to foster the positive management of change and continuous improvement; foster a culture of openness, accountability and taking responsibility.
- b) Take personal responsibility in specified areas of responsibility, and collective responsibility with CLT for ensuring that the Council's strategy, decisions and policies are implemented. Empower and develop Directors and Heads of Service to lead and deliver significant change and continuous improvement within a 'one council culture' and the constraints of the Medium Term Financial Plan.
- c) Build strong productive relationships with councillors of all parties. Work with them to set out the vision and boundaries that define our strategic direction and manage the relationship in a way that complements the more operational engagement with councillors at Director level.
- d) Sponsor cross-organisation programmes and major projects, robustly positioning and mainstreaming cross-cutting corporate issues within services. Maintain and strengthen our corporate support processes to improve connectivity across services. Set a pace and direction to enable transformation.
- e) Represent the Council within the community and foster productive relationships with all partners and partnerships. Address the economic challenges of regeneration and growth. Share intelligence so that

councillors and others with opportunities to influence national policy are knowledgeable and well supported.

- f) Enhance and project the profile of MKC at local, regional and national level, to gain maximum advantage for the community.
- g) Liaison with Government departments/national bodies, maximising MKC's influence on national policy-making in relevant fields.
- h) Work with relevant regional bodies and partners (LTB, LEP) to secure mutual benefits and real advantages for Milton Keynes
- i) Take strategic responsibility for the overall development of the organisation's remit, providing leadership and effective performance management to Corporate Directors and other direct reports. Define requirements, standards, success measures and milestones and communicate those expectations clearly, including the step changes required to ensure continuous improvement in a 'transformation as usual' environment
- j) Ensure the rigorous and effective application of corporate systems and frameworks in services and corporate functions to meet corporately agreed standards for managing people, budgets, services, projects and risks and fulfil the requirements of the senior leadership and manager role in MKC, including:
 - challenge the performance of senior managers, their service groups and the corporate functions; adopt an approach that focuses on the impact rather than the process and that seeks to understand what support managers need to perform well.
 - challenge and monitor the implementation of annual service plans
 - ensure effective monitoring and control of budgets
 - ensure all staff have an annual performance appraisal and appropriate ongoing performance management and support to fulfil their roles
 - attend and contribute to corporate development events for managers
 - ensure effective two way communication with staff
 - meet health and safety requirements, including regular scheduled inspections
 - ensure service areas and corporate functions meet corporate equalities requirements; promote the council's equalities and diversity policies within the organisation and in all aspects of the role.
 - commit to and model for other employees the Council's commitment to safeguarding and promote the welfare of children and vulnerable adults. Follow the Council's safeguarding policies and procedures and behave appropriately towards children and vulnerable adults at all times, both in work and in their personal lives.
 - fulfil the Council's emergency planning duties.
 - adopt sustainable working practices and targets both in terms of how services are delivered but also in respect of the way in which the organisation consumes materials and energy.
- k) Engage with the development of the Council's approach to Public Access; strengthen and continuously improve the way we inform, interact with and make services accessible to the community; facilitate and embed an effective customer service culture across the whole organisation
- l) Lead the development of an effective organisation where all staff are actively supported and committed to achieving continuous improvement. Adopt a style of management that balances close support for Assistant Directors with setting clear expectations for individual performance.

This role profile is indicative and the nature of the role is that new issues, projects and programmes will emerge and evolve which will be developed in conjunction with the Group Leaders throughout the year and as part of the annual appraisal process. The Council reserves the right to amend or add to the core responsibilities.

Person Specification

CV/personal statement will be the initial method of assessment for all criteria for longlisting purposes and will also be referred to at subsequent stages

Education and Training

Essential

- Degree or equivalent level
- Substantial evidence of directly relevant continuing professional and personal development

Desirable

- Post graduate management qualification

Experience

Essential

- A record of achievement in leading and managing substantial organisational change, in a large, complex multi-disciplinary organisation.
- Proven success in establishing a strong performance culture that drives up standards and delivers quality service outcomes.
- Evidence of the ability to translate organisational ambitions and objectives into real achievements.
- Proven ability to develop and maintain a wide range of partnerships to ensure effective delivery of quality services.
- Demonstrable experience and capacity to build effective and productive working relationships with Members, Senior Managers, partners and stakeholders.
- Senior management experience including leadership of effective workforce development and organisation-wide performance management.

Personal Style

Essential

- A credible and confident corporate leader and manager who takes ownership of corporate issues, and sets high performance and conduct standards.
- Excellent communicator both with individuals and in groups, who inspires, motivates, enthuses, persuades, builds confidence and trust; demonstrates exceptional influencing skills and emotional maturity.
- Has integrity, applies informed and appropriate judgement; builds strong productive working relationships with elected members of all parties

Special requirements:

- This post is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended).
- This post is exempt from the provisions of the Rehabilitation of Offenders Act 1974. A satisfactory Disclosure and Barring Service Declaration check will be required prior to appointment.

THE SEVEN COMPETENCY LEVELS RELEVANT TO THIS ROLE

Customer Focus	<ul style="list-style-type: none">✓ Creates an organisation-wide culture of outstanding customer service✓ Reviews current and future customer trends and requirements to inform Council decisions✓ Allocates resources to meet customer needs
Communicating and Engaging	<ul style="list-style-type: none">✓ Visible and regularly engages and communicates consistently with staff and stakeholders✓ Tailors messages to the audience and listens and acts on feedback✓ Reinforces messages to enhance understanding
Managing Resources and Risk	<ul style="list-style-type: none">✓ Sets direction, identifying key outcomes and determining optimum means to deliver services✓ Leads innovation and strategically commissions services for long term needs✓ Allocates resources to meet key priorities and build future resilience and succession
Organising and Improving Performance	<ul style="list-style-type: none">✓ Engages all stakeholders to create bold long term strategic plans for the citizens of MK✓ Establishes clear success criteria, reviewing progress and evaluating outcomes regularly and rigorously✓ Creates agile organisation resourced and able to respond quickly to change
Taking Responsibility	<ul style="list-style-type: none">✓ Makes things happen and is accountable for the performance of the Council and personal responsibilities✓ Works corporately and stops actions that are not adding value✓ Establishes appropriate systems of scrutiny, review and monitoring and acts on findings
Team Player	<ul style="list-style-type: none">✓ Always accessible and works with stakeholders across the region to get the best outcomes for MK✓ Creates an environment for people to collaborate, share knowledge, innovate and work across boundaries✓ Provides leadership to create wider partnerships
Excellent Leadership	<ul style="list-style-type: none">✓ Provides inspiring, confident leadership and support to others and importance of work/life balance✓ Works with the current and emerging big picture in mind at all times✓ Articulates the future vision of MKC clearly , confidently and consistently
