

## DRAFT ROLE PROFILE

<b>Job Title:</b>	Director, Strategy and Performance (title TBC)	<b>Job Code:</b>	
<b>Department:</b>	Directors	<b>Version:</b>	1.1
<b>Reports To:</b>	Managing Director	<b>Date Created:</b>	January 2021
<b>No. of direct reports:</b>	4	<b>Member of:</b>	Leadership Team
<b>No. in Directorate:</b>	TBC	<b>Grade:</b>	R (expected)
		<b>Budget:</b>	

<b>Is this a politically restricted Post?</b>	Yes/No <i>(*if yes, see our policy on what this means)</i>
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## ORGANISATIONAL CONTEXT

### Our Vision as an organisation is:

To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

### To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

### Our directorate contributes to this by:

Developing setting and implementing policies, strategies, plans and programmes.  
Communicating a consistent and coherent message to both the public and businesses.  
Providing evidence based research, appraisal and evaluation.



## Job Overview:

- Lead on cross cutting strategy development for the organisation, covering both corporate and external strategies, and regional / national collaboration.
- Lead the co-ordination of securing funding and powers from Central Government to allow the Combined Authority and region to achieve its vision and objectives.
- Lead the delivery of the Mayor's Policing and Crime functions, working the Deputy Mayor for Policing and Crime (as appointed), and maximising benefits from the integration of these functions with the MCA.

- Lead in the communication of strategies, programmes and projects providing a consistent and coherent message to both public and businesses, promoting the region nationally and internationally.
- Lead the development of robust evidence and insight including data collection, research, analysis, and appraisal, to support the organisation's development and evaluation of policies, programmes and investments, reporting on organisational and regional performance.

- © Operate as part of a cohesive Senior Leadership Team for the Combined Authority to inspire, lead and set the standards for the organisation.
- © Provide broad organisational leadership, working cohesively with other Directors to ensure teams work across organisational boundaries for the achievement of shared objectives.
- © Deliver effective functional strategies, programmes and systems to ensure the delivery of the vision and business plan.
- © Be a visible, proactive leader for the organisation and city region both internally and externally, shaping policy and influencing, developing and motivating the team and stakeholders.

## CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance. These indicate the end result or outputs for which the role holder is responsible.*

### People Management:

- © Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's and Mayor's vision.
- © Provide clear direction to your team, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- © Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- © Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- © Ensure appropriate communication channels are in place and effective between you and your direct reports.

### Technical Duties:

- Lead the strategy development function for the MCA and region, development and co-ordination strategies in partnership. Lead relationships with national government on emerging strategy themes, including further devolution and the "levelling up" agenda.
- Overall leadership and co-ordination of corporate policy, performance and development.
- Lead and support colleagues in driving the cultural change needed to embed Inclusive Growth across the local government sector.
- Build and develop strong working relationships with private and public sector stakeholders to raise the profile of the Region via credible and effective partnerships.
- Lead and direct a proactive communications and marketing function that provides: high impact services for the boards; value for money; and is coordinated across the organisation and wider partners.

- Responsible for the overall co-ordination of consultation and engagement activities for the city region ensuring they offer high value for money.
- Lead the development of robust evidence and insight including data collection, research, analysis, and appraisal, to support the organisations development and evaluation of policies, programmes and investments, reporting on organisational and regional performance.

- © Accountable for developing and delivering on KPIs and business plans for the directorate, linked to the organisation’s vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- © Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- © Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- © Lead by example on health & safety matters, ensuring compliance with the Combined Authority’s health and safety policy.

### Financial:

- Lead the overall approach to developing strategies for delivery across the organisation.
- Be the strategic lead for identifying, developing and securing significant funding streams and opportunities in support of emerging strategies.
- Coordinate the strategic approach to the West Yorkshire Investment Strategy and Single Investment Fund.

- © Accountable, with other members of the leadership team, for taking a strategic overview of the organisation’s finances and ensuring that these are well controlled.
- © Direct the organisation’s resources to secure and manage funding streams that fit with the organisations vision and business plan.

### Impact & Influence:

- Lead and direct the engagement of all stakeholders, across the private and public sectors, in the development and implementation of all strategies, ensuring that these support our inclusive growth aims of economic growth for all through the integration of economic and social policy.
- Develop strong relationships at senior levels with partner local authorities and external partners in the relevant policy areas.
- Lead our relationships with relevant groups and ensure early engagement on strategy development.

- © Form and maintain effective senior level working relationships with Members, Government, Local Authority leaders and Chief Executives and partner organisations.
- © Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority and the region are represented.
- © Manage communication challenges effectively in a dynamic and politically pressured environment.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may reasonably be expected commensurate with the scope and grading of the role.

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## THE PERSON

*To be fully successful in the role, we believe the following knowledge, skills and experience are required.*

*When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained and this will be taken into account during the recruitment process.*

### Knowledge:

- Ⓞ Educated or experienced to master degree/ postgraduate professional qualification level.
- Ⓞ Strong understanding of the national, regional and local policy landscape covering transport, economic growth, policing and social policy.
- Ⓞ Good understanding of central government policy making.

- Experience in the development and delivery of strategic Business Plans.
- Experience of working in a high level political environment, including influencing government ministers on a national level.
- Highly developed communication skills, with strong writing fluency and experience of press/media handling.

### People:

- Ⓞ Experience of managing large complex and multi-disciplinary teams including performance management and delivery of results against targets.
- Ⓞ Experience of leading, inspiring and engaging people towards the achievement of strategic business objectives.
- Ⓞ Experience of engendering a culture that drives the achievement of strategic business objectives.
- Ⓞ Support our goals of a gender balanced and diverse organisation.

- Substantial demonstrable experience of managing high end relationships with multiple stakeholders at a senior level, demonstrating gravitas, drive, passion and determination.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
- Experience of working with senior political leaders.
- Experience of working in a public - private sector partnership context, within a local government environment.

### Technical:

- Ⓞ Strong negotiation skills.
- Ⓞ Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

- Proven record in the delivery of results against targets.
- Good knowledge of portfolio, programme and project management techniques.
- Excellent analytical skills, with the ability to use data and risk evaluation in decision making.
- Good knowledge of economics, data collection and market research.

### Financial:

- © Demonstrable experience of successfully managing large scale budgets.
- © Experience identifying and acquiring appropriate funding streams.

- Comprehensive experience of leading funding bids.

### **Impact & Influence:**

- © Comprehensive experience of leading, negotiating and influencing stakeholders.
- © Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.

- Highly experienced in managing communication challenges in a fast paced and highly pressurised environment
- Excellent presentational (written and verbal) skills, with the ability to present complex issues with clarity and provide appropriate solutions to issues and problems.
- Strong negotiation skills

## **OUR VALUES & BEHAVIOURS**

**Championing Our Region | Working Intelligently | Easy to Do Business With |  
Positive About Change | Working Together**

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here.