

DRAFT ROLE PROFILE

Job Title:	Director, Policy and Development (title TBC)	Job Code:	
Department:	Directors	Version:	1.1
Reports To:	Managing Director	Date Created:	January 2020
No. of direct reports:	4	Member of:	Leadership Team
No. in Directorate:	TBC	Grade:	R (expected)
		Budget:	

Is this a politically restricted Post?	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 and manage the Directorate responsible for defining, developing and securing policies for the region, ensuring they are aligned with the organisation's overall strategy. This includes but is not limited to policy regarding the economy, the environment, transport, inclusive growth, and culture.
- Lead and manage the development of investment proposals and programmes across all areas of policy, including transport, skills, housing, climate and business.
- Ensure all areas of policy support the achievement of the organisation's objectives, including the cross-cutting aims of clean and inclusive growth.

- Ensure the Combined Authority policy function is aligned with national and regional strategy and ensure the voice of West Yorkshire is considered in policy development. Working in partnership with constituent authorities, business leaders and other Directorates and stakeholders to deliver all the above.

- © 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 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:

- © Integrate the work of the function to the wider organisation and develop policies to support the achievement of the Combined Authority'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 policy development for the region on place, business and skills and transport. Lead engagement with national government on such policy matters.
- Lead and direct the development of economic, transport and other policies and plans and their translation into projects and programmes for the Region, on behalf of the Mayor, LEP and the Combined Authority, working with other Directors as appropriate.
- Lead and direct the continual development of major project development until handed over to Delivery Directorate or other delivery body.
- Effectively turn policy into deliverable projects and programmes including the development of business cases.
- 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 West Yorkshire region via credible and effective partnerships.
- Responsible for the relationship with Transport for the North.
- In conjunction with the Directors of Transport and Property Services and Economic Services, be accountable for the development of operations policy.

- © Accountable for developing and delivering on KPIs and business plan 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 approach to developing funding proposals and bids for the organisation where this links to emerging policy.
- Identify, develop and secure significant funding streams and opportunities in support of strategies and plans across all aspects of the organisation's work. Apply judgement on those funding streams / grants to bid for and secure.

- © 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 organisation's 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 policies and programmes, 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.

- © Form and maintain effective senior level working relationships with Members, Government, Local Authorities and partner organisations.
- © Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority 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.

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 both transport and economic growth.
- © 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 managing complex relationships.

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.
- © Actively work to achieve 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, nationally and regionally.
- 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 of policy making.
- 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 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.