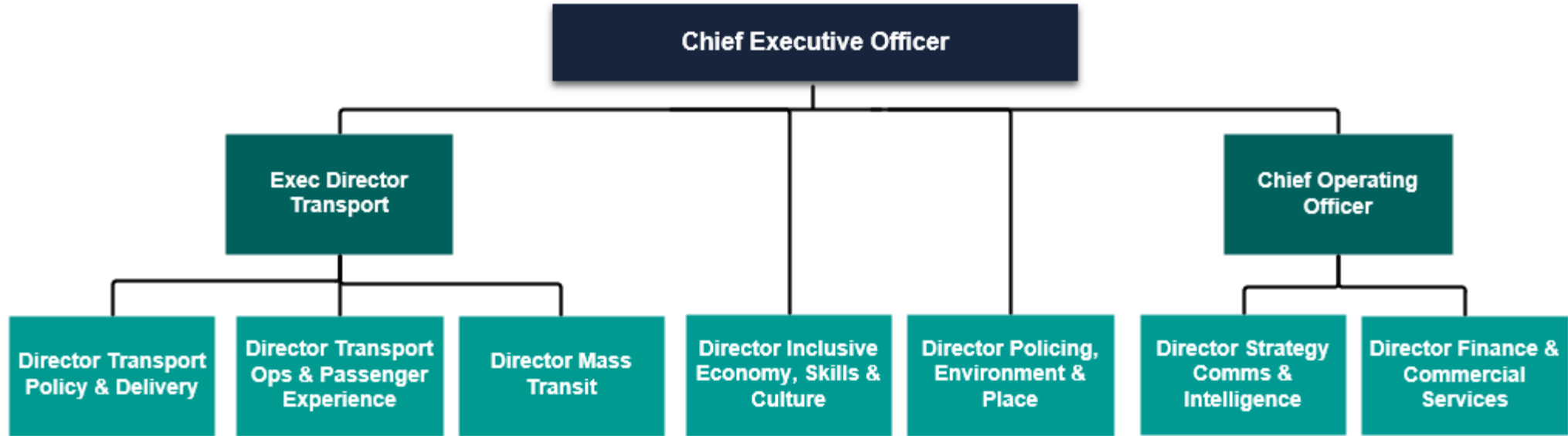


Appendix One: Draft Director Role Profiles

Explanatory Notes

- This appendix sets out the summary role profile for each of the revised Director roles, as per the new structure (overleaf).
- For each of the nine Director roles, two slides are provided:
 - **Role Purpose slide:** This sets out the functional accountabilities, decision rights and performance metrics for each role. It aims to give a functional overview of how the role fits into the senior structure and will drive outcomes across the organisation.
 - **Role Profile summary slide:** This sets out the key role and person specific competencies required to fulfil the role. This is taken directly from the formal Role Profile documents, which are being externally evaluated and graded.

Revised Directorate Structure



Executive Director Transport: Role Purpose

Role purpose: To provide visible leadership for transport in the region, securing investment the region needs, and integrating functions which drive the development, delivery and safe operation of a sustainable, effective and efficient transport system for the people of West Yorkshire.

Key Accountabilities		Role Specific Experience / Qualifications
Key Functional Accountabilities: <ul style="list-style-type: none">Ensures the customer is at the heart of all transport matters, working to ensure continuous performance improvement.Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.Provides challenge and rigour to ensure West Yorkshire has a best in class, innovative transport system.Acts as the single point of accountability for all Transport related matters, delegating as appropriate to other Directors as required, and deputising for the CEO as appropriate.Ensures successful delivery of Transport related initiatives, achieving outcomes of City Region Boards. This includes:<ul style="list-style-type: none">The development of transformative evidence-based policies, strategies & interventions and securing of funding where needed, to create an efficient, sustainable and effective transport system.Determining the overall strategic investment strategy for transport in the region.Oversight of the delivery of transport investment projects which continue to meet the Combined Authority's strategic priorities.Responsible for ensuring the public transport system meets the needs of West Yorkshire.Accountable for transport's role in carbon reduction and environmental sustainability and safety.Manages external relationships and supports partnership working at an Executive level for cross-cutting transport interests.Advises the Authority (and its Boards) on the effective discharge of its powers & responsibilities. Financial Accountabilities: <ul style="list-style-type: none">Works to leverage strategic funding into the region to deliver pipeline priorities and programmes.Holds ultimate accountability for the efficient and effective use of Combined Authority's transport revenue and capital budgets, transport levy and securing funds & overseeing budget allocation and prioritisation. People Management Accountabilities: <ul style="list-style-type: none">Provides executive leadership to Combined Authority transport functions, integrating transport policy, delivery and operations for all modes of transport in the region.Role models and champions Combined Authority values and behaviours, facilitating a culture of inclusiveness and empowerment.Coaches and mentors L2 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.Identifies and develops top talent and capability in those with 'Executive / Director' potential. Board Accountabilities: <ul style="list-style-type: none">Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority.Shares collective responsibility with the internal leadership team for setting the risk appetite for the Combined Authority.Represents the collective perspective of the Transport Directorates at appropriate internal governance forums (as defined in terms of reference)		<ul style="list-style-type: none">Extensive knowledge and experience of working at a senior level in the transport sector.
		Decision Rights
		Own: <ul style="list-style-type: none">Translation of corporate priorities for regional transport (allocating to Director Transport Policy & Delivery, Operations & Passenger Experience and Mass Transit)Risk tolerance for Transport DirectoratesResource prioritisation and deployment across Transport DirectoratesDecision making boundaries for Transport DirectoratesTransport budget allocation & execution (within bounds of tolerances / Combined Authority procedures)Transport governance (internal & corporate) Influence: <ul style="list-style-type: none">Combined Authority-wide strategic prioritisationCombined Authority-wide funding & financial allocationSetting of Combined Authority-wide risk toleranceCombined Authority-wide governance
		Performance Measurements
		<ul style="list-style-type: none">Financial performance against budget / ROIPeople management (engagement survey, retention stats, vacancies etc.)Operational measures (KPIs / SLAs) achieved across: Transport Policy & Delivery, Operations & Passenger Experience and Mass TransitPerformance against plan by Transport business areaPublic confidence & satisfaction (e.g. satisfaction surveys etc.)Member / partner confidence & satisfaction

Executive Director Transport: Role Profile Summary

Requirements of the Role

People Management

- Champion partnership working across the organisation and externally to deliver outstanding results from joint working.
- Provide strategic leadership and empowerment to direct reports and their teams.
- Champion and deliver a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Champion the behaviours, values and processes of the organisation to achieve outstanding results and have public accountability and transparency.
- Ensure excellent communication channels are in place and effective.

Technical Duties:

- Accountable for meaningful KPIs for the directorate, linked to the organisation's vision and business plan, including ensuring that outcomes are achieved.
- Championing an efficient evidence based approach, alongside effective, transparent and accountable decision making.
- 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:

- Accountable for taking a strategic overview of the organisation's finances and ensuring that these are well controlled, with a particular focus on transport related budgets.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisations vision and business plan.

Impact and Influence

- Engender a performance culture focused on outcomes and outputs.
- Embed effective senior level working relationships with Members, Government 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.

Requirements of the Person

Knowledge:

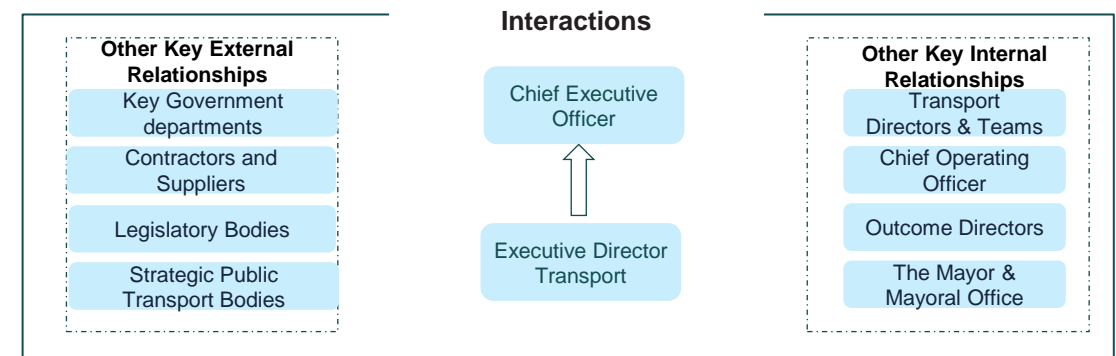
- Educated or experienced to PhD/masters or equivalent professional qualification level or industry experience.
- Leadership of transport management and delivery models gained through comprehensive experience in the field.
- Leadership and strategic management in a public sector body or organisation.

Financial:

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

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders and partners.
- 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.



Director Transport Policy & Delivery: Role Purpose

Role purpose: To work with partners to shape the vision for the future of transport for West Yorkshire, translating this into actionable policies, strategies, plans and programmes – driving delivery at pace with a focus on value for money.		
Key Functional Accountabilities: <ul style="list-style-type: none">• Provides leadership to the transport policy, development and delivery teams.• Works with partners to shape the vision for transport in West Yorkshire, translating this into actionable policies, strategies, plans and programmes.• Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.• Ensures integration and effective read across between policy and delivery, with a focus on delivering outcomes at pace and value for money.• Oversees the development of the transport policy and pipeline for all regional modes of transport, including the development of the Local Transport Plan and reform of systems where appropriate e.g. leading on Bus Reform.• Oversee the commissioning and delivery transport projects & programmes, working in close partnership with Transport providers & operators, partners and businesses. This includes:<ul style="list-style-type: none">- Working with partners to deliver transport projects and reform which meet strategic priorities and derive maximum benefit for the region- Working with partners to deliver transformational change and reform to the region's transport infrastructure and improve sustainable transport connectivity- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.• Drives innovation in transport within the region, utilising pilots to test & learn.• Ensures compliance with regulatory and statutory obligations for transport programmes.• Ensures safe transition of new services into operations.• Oversees evaluation of progress towards transport outcomes for West Yorkshire, ensuring a rigorous feedback and development cycle.• Works with our partners to actively manage large-scale transport programmes to ensure outcomes are delivered. Financial Accountabilities: <ul style="list-style-type: none">• Works to leverage funding into the region to deliver pipeline priorities and programmes.• Holds Transport Delivery budgets and is responsible for securing funds, budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).• Oversees delivery of projects & programmes against funding streams ensuring clear monitoring and tracking. People Management Accountabilities: <ul style="list-style-type: none">• Provides visible leadership to the Transport Policy and Delivery teams, role modelling and championing Combined Authority values and behaviours.• Creates an operating environment for success across the Transport Policy and Delivery Directorate teams.• Identifies and develops top talent and capability in those with 'Director' potential.• Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives Board Accountabilities: <ul style="list-style-type: none">• Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).• Sits on internal governance meetings, representing Transport Policy and Delivery (as defined in terms of reference).		
Key Accountabilities		
Role Specific Experience / Qualifications <ul style="list-style-type: none">• Knowledge and experience of delivering large scale infrastructure projects/programmes• Knowledge and experience of strategic policy development and working in partnership with government		
Decision Rights <p>Own:</p> <ul style="list-style-type: none">• Translation of CA strategy to Transport Delivery• Key priorities / business plan for Transport Delivery, in line with CA strategy• Risk appetite for Transport Delivery teams• Resource prioritisation and deployment for Transport Delivery (within budget)• Decision making boundaries for Transport Delivery (including issue resolution)• Transport Delivery budget(s) allocation & execution (within bounds of tolerances / CA procedures) <p>Influence:</p> <ul style="list-style-type: none">• Resource prioritisation and deployment across Transport Directorates• Risk tolerance for Transport Directorates• Decision making boundaries for Transport Directorates (including issue resolution)• Transport budget allocation & execution (within bounds of tolerances / CA procedures)• Transport governance (internal & corporate)		
Performance Measurements <ul style="list-style-type: none">• Financial performance against budget / ROI• People management (engagement survey, retention stats, vacancies etc.)• Operational measures (KPIs / SLAs) achieved across Transport Delivery• Performance against plan for Transport Delivery• Transport Delivery project & programmes performance (status reports etc.)• Public confidence & satisfaction (e.g. satisfaction surveys etc.)• Member / partner confidence & satisfaction		

Director Transport Policy & Delivery: Role Profile Summary

Requirements of the Role

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 vision.
- Provide clear direction to your team/s, 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 outcomes and outputs.
- 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.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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:

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

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

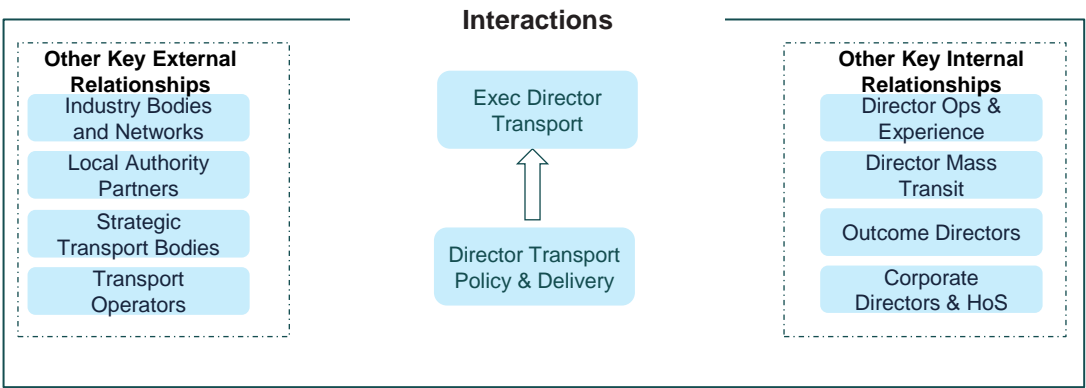
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

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

Impact and 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.



Director Transport Operations & Passenger Experience: Role Purpose

Role purpose: To deliver a consistent, efficient and inclusive transport operation in West Yorkshire, enabling more people to use accessible, sustainable transport with a focus on affordable travel for all.

Key Accountabilities

Key Functional Accountabilities:

- Provides leadership to the Transport Operations and Passenger Experience teams (encompassing Passenger Experience, Mobility Services, Facilities and Assets).
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Leads the management of Customer Services & Passenger Experience (concessionary fares & prepaid tickets, MCARD, bus station retail, Metroline, Timetables etc.) This includes:
 - Enabling people to easily plan and pay for their travel by public transport. Championing affordable travel for all, especially for older and disabled people and those under the age of 25.
 - Enabling people to access employment, education and local services and facilities by commissioning needs-based transport services.
- Oversees and leads the development of service implementation plans for appropriate service areas (customer facing services, public transport facilities, public transport services, smart ticketing, sustainable travel and information provision).
- Oversees operational transport facility management and maintenance, such as bus stations facilities, bus stops.
- Develops and improves strong customer support services such as contact centres, website and online services, enquiries.
- Ensures regular performance reporting and oversees evaluation and continuous improvement.
- Drives compliance with regulatory and statutory obligations for all transport operations and address safety concerns and customer complaints.
- Oversees delivery of the Bus Service Improvement plan within the Enhanced Partnership between the Combined Authority and bus operators.
- Maintains the Authority's Asset Development Plan, identifying a forward plan of asset protection and renewal, including accountability for carbon reduction and environmental sustainability of operations.

Financial Accountabilities:

- Holds Transport Operations & Passenger Experience budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).
- Oversees Transport Operations & Passenger Experience major contract management, performance & financial management.

People Management Accountabilities:

- Provides leadership to the Transport Operations and Passenger Experience Teams (encompassing Passenger Experience, Mobility Services, Facilities and Assets), role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Transport Operations and Passenger Experience teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Sits on internal governance meetings, representing the Transport Ops and Passenger Experience teams.

Role Specific Experience / Qualifications

- Knowledge and experience of working in the transport sector.
- Customer service accreditation or equivalent professional experience.
- Commercial knowledge and experience.
- Experience of delivering inclusive transport operations.

Decision Rights

Own:

- Translation of Combined Authority strategy to Transport Operations & Passenger Experience.
- Key priorities / business plan for Transport Operations & Passenger Experience, in line with Combined Authority strategy.
- Risk appetite for Transport Operations teams.
- Resource prioritisation and deployment for Transport Operations & Passenger Experience. (within budget).
- Decision making boundaries for Transport Operations & Passenger Experience teams (including issue resolution).
- Transport Delivery budget(s) allocation & execution (within bounds of tolerances / Combined Authority procedures)

Influence:

- Resource prioritisation and deployment across Transport Directorates
- Risk tolerance for Transport Directorates
- Decision making boundaries for Transport Directorates (including issue resolution)
- Transport budget allocation & execution (within bounds of tolerances / Combined Authority procedures)
- Transport governance (internal & corporate)

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Transport Operations & Passenger Experience.
- Performance against plan for Transport Operations & Passenger Experience.
- Public confidence & satisfaction (e.g. satisfaction surveys, customer services call logs etc.)
- Member / partner confidence & satisfaction.
- Continuous improvement stats & metrics.

Director Transport Operations & Customer Experience: Role Profile Summary

Requirements of the Role	Requirements of the Person
<div><p>People Management</p><ul style="list-style-type: none">• 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 vision.• Provide clear direction to your team/s, 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 outcomes and outputs.• 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.• Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.<p>Technical Duties:</p><ul style="list-style-type: none">• Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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.<p>Financial:</p><ul style="list-style-type: none">• 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.<p>Impact and Influence</p><ul style="list-style-type: none">• Form and maintain effective senior level working relationships with Members, Government, 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.</div>	<div><p>Knowledge:</p><ul style="list-style-type: none">• Educated or experienced to masters degree/ postgraduate professional qualification level.• Understanding of business organisation and management gained through comprehensive experience in the field.• Experience of leading and managing key support services and effecting business change.<p>Technical:</p><ul style="list-style-type: none">• Strong negotiation skills.• Highly developed communication skills with the proven ability to strongly lead, influence and challenge.<p>Financial:</p><ul style="list-style-type: none">• Demonstrable experience of successfully managing large scale budgets.• Experience identifying and acquiring appropriate funding streams.<p>Impact and Influence:</p><ul style="list-style-type: none">• 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.</div> <div><div><div><div>Other Key External Relationships</div><div>Industry Bodies and Networks</div><div>Local Authority Partners</div><div>Strategic Transport Bodies</div><div>Transport Operators</div></div><div><div>Interactions</div><div>Exec Director Transport</div><div>Director Transport Ops & Passenger Exp</div></div><div><div>Other Key Internal Relationships</div><div>Director Transport Policy & Delivery</div><div>Outcome Delivery Directors</div><div>Corporate Directors & HoS</div><div>The Mayor & Mayoral Office</div></div></div></div>

Director Mass Transit: Role Purpose

Role purpose: To lead the scoping, development and delivery of a Mass Transit system serving the people of West Yorkshire

Key Accountabilities

Key Functional Accountabilities:

- Mobilises and delivers the Mass transit initiative to benefit West Yorkshire to agreed timetable.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Drives an innovative approach, encouraging teams to 'fail fast', learn and iterate with customer experience at the heart.
- Identifies and manages the coordinated impacts to the Combined Authority organisation (structure, capacity, governance etc.) with Combined Authority Director peers.
- Oversees the commissioning and delivery of associated projects of work, working in close partnership with providers and operators, partners and businesses as appropriate.
- Ensures seamless integration, managing dependencies between parallel streams of activity.
- Embeds effective programme controls, ensuring senior internal and external stakeholders have access to up to date management information and performance data.
- Ensures compliance with regulatory and statutory obligations.
- Builds strong relationships across the stakeholder ecosystem.
- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.

Financial Accountabilities:

- Works to leverage funding into the region to deliver the Mass Transit Programme.
- Holds the Mass Transit budget and is responsible for securing funds, budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Mass Transit team, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Mass Transit teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Sits on internal governance meetings, representing Mass Transit (as defined in terms of reference).

Role Specific Experience / Qualifications

- Demonstrable of experience of successfully delivering major transit programmes.
- Extensive technical knowledge of mass transit modes.
- Experience of major business case development and navigating the necessary statutory processes to delivery.

Decision Rights

Own:

- Translation of Combined Authority strategy as applicable to Mass Transit
- Key priorities / business plan for Mass Transit, in line with Combined Authority strategy.
- Risk appetite for Mass Transit teams.
- Resource prioritisation and deployment for Mass Transit (within budget).
- Decision making boundaries, governance & procedures for Mass Transit delivery (including issue resolution).
- Mass Transit budget allocation & execution (within bounds of tolerances / Combined Authority procedures).

Influence:

- Resource prioritisation and deployment across Transport Directorates.
- Risk tolerance for Transport Directorates.
- Decision making boundaries for Transport Directorates (including issue resolution).
- Transport budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Transport governance (internal & corporate).

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.).
- Operational measures (KPIs / SLAs) achieved across Mass Transit.
- Performance against plan for Mass Transit mobilisation & delivery.
- Public confidence & satisfaction (e.g. satisfaction surveys etc.).
- Member / partner confidence & satisfaction.

Director Mass Transit: Role Profile Summary

Requirements of the Role

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 vision.
- Provide clear direction to your team/s, 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 outcomes and outputs.
- 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.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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:

- 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 and Influence

- Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

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

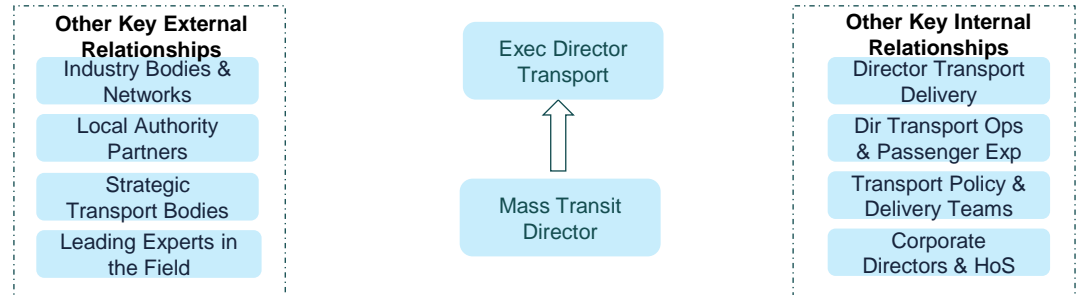
Financial:

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

Impact and 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.

Interactions



Director Inclusive Economy, Skills & Culture: Role Purpose

Role purpose: To work with partners to shape the vision and pipeline for Business, Skills, Innovation, Culture and Sport in West Yorkshire, translating this into actionable policies, strategies and plans – driving delivery at pace across Economic Services with a focus on value for money.

Key Functional Accountabilities:

- Works with partners to shape the vision for the future of Economic Services and Business, Skills, Innovation, Culture and Sport in West Yorkshire, translating this into actionable policies, strategies and plans.
- Works with partners to shape delivery of commercial and inward investment strategies for West Yorkshire.
- Ensures integration and effective read across between policy and delivery, with a focus on delivering outcomes at pace and value for money.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Oversees the development of policies and pipeline across all initiatives. This includes the development of transformative evidence-based policies, strategies and interventions and the securing of funding where needed, to drive a clean and inclusive regional economy.
- Oversees the commissioning and delivery of projects & programmes to time, quality and budget.
- Oversees evaluation of progress towards economy, innovation, work, skills, and culture targets for West Yorkshire, ensuring a rigorous feedback and development cycle.
- Develops key stakeholder relationships in the public and private sector, ensuring that these support our inclusive economic growth aims for all through the integration of economic and social policy.
- Lead in the maximisation of opportunities that will improve productivity and demonstrate a positive impact on inclusive growth / the local economy.
- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.

Financial Accountabilities:

- Ensures effective allocation of grants and funding to support outcomes.
- Works to leverage funding into the region to deliver pipeline priorities and programmes.
- Holds Inclusive Economy, Skills and Culture budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).
- Oversees delivery of projects and programmes against funding streams ensuring clear monitoring and tracking.

People Management Accountabilities:

- Provides visible leadership to the Inclusive Economy, Skills and Culture teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Inclusive Economy, Skills and Culture teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Inclusive Economy, Skills & Culture teams at appropriate internal governance forums (as defined in ToR)

Key Accountabilities

Role Specific Experience / Qualifications

- Knowledge and experience of regional economic regeneration.
- Knowledge and experience of developing emerging policy ideas into robust and deliverable pipelines.
- Experience of managing public/private sector partnerships.

Decision Rights

Own:

- Translation of Combined Authority strategy to Inclusive Economy, Skills and Culture.
- Key priorities / business plan for Inclusive Economy, Skills and Culture, in line with Combined Authority strategy
- Risk appetite for reporting teams.
- Resource prioritisation and deployment for Inclusive Economy, Skills and Culture (within budget).
- Decision making boundaries for Inclusive Economy, Skills and Culture (including issue resolution).
- Inclusive Economy, Skills and Culture budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).

Influence:

- Combined Authority-wide strategic prioritisation.
- Combined Authority-wide funding & financial allocation.
- Setting of Combined Authority-wide risk tolerance.
- Combined Authority -wide governance.

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Inclusive Economy, Skills and Culture teams.
- Performance against plan by Inclusive Economy, Skills and Culture business area.
- Inclusive Economy, Skills and Culture project & programme performance (status reports etc.).
- Public confidence & satisfaction (e.g. satisfaction surveys etc.).
- Member / partner confidence & satisfaction.
- Innovation pipeline / innovation measures.

Director Inclusive Economy, Skills & Culture: Role Profile Summary

Requirements of the Role

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 vision.
- Provide clear direction to your team/s, 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 outcomes and outputs.
- 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.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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 and safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- 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 and Influence

- Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

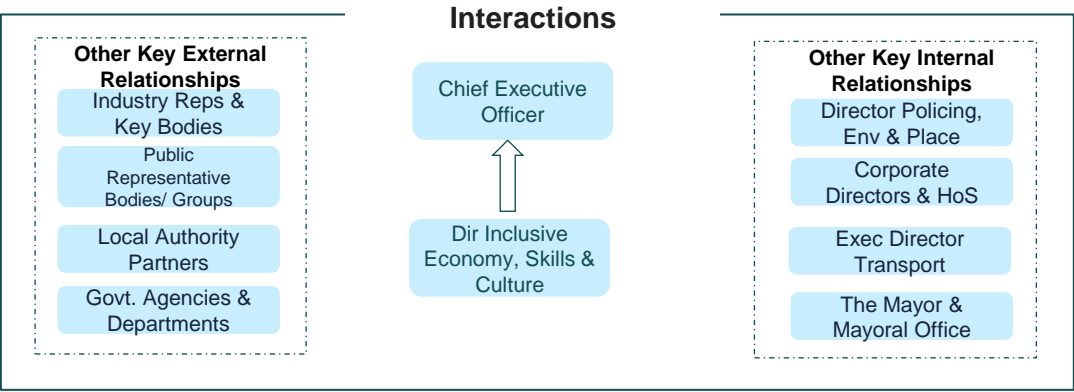
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

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

Impact and 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.



Director Policing, Environment and Place: Role Purpose

Role purpose: To work with partners to shape the vision for the future of Policing, Environment and Place in West Yorkshire, translating this into actionable policies, strategies and plans – driving delivery at pace with a focus on value for money

Key Functional Accountabilities:

- Works with partners to shape the vision for the future of Policing, Environment and Place in West Yorkshire.
- Oversees the development of integrated policies and strategies for: Flooding & Environment, Digital Infrastructure, Place, Housing, Carbon Reduction, Urban Design, Spatial Planning (e.g. Spatial Priority Areas), Employment Sites and Policing & Crime.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Takes a systems view, ensuring identification and coordination across all systems actors within Policing, Environment & Place environment.
- Oversees the development of policies and pipeline across all initiatives. This includes the development of transformative evidence-based policies, strategies and interventions and the securing of funding where needed, to drive a clean and inclusive regional economy.
- Oversees the commissioning and delivery of projects and programmes to time, quality and budget. This includes initiatives which support economic development and regeneration and related capital infrastructure projects to maximise successful outcomes for communities.
- Ensures integration of policing and crime and violence reduction activities across the Combined Authority's portfolio.
- Oversees evaluation of progress towards Policing, Environment and Place targets for West Yorkshire, ensuring a rigorous feedback and development cycle.
- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.
- Ensures compliance with statutory obligations for Policing, Environment and Place.
- Provides advice and assistance to the Mayor with holding the Chief Constable to account for the exercise and performance of their functions and the delivery of the Police and Crime Plan.
- Oversees work with community safety and criminal justice partners, addressing serious violence through the Violence Reduction Unit (VRU).

Financial Accountabilities:

- Ensures effective allocation of grants and funding to support outcomes.
- Works to leverage funding into the region to deliver pipeline priorities and programmes.
- Holds Policing, Environment & Place budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).
- Oversees delivery of projects and programmes against funding streams ensuring clear monitoring and tracking.

People Management Accountabilities:

- Provides visible leadership to the Policing, Environment and Place teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Policing, Environment and Place teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Policing, Environment and Place teams at appropriate internal governance forums (as defined in ToR)

Key Accountabilities

Role Specific Experience / Qualifications

- Experience and knowledge of policing governance and accountability structures.
- Experience of developing environmental policy including in relation to carbon reduction.
- Experience of placemaking policy and delivery.

Decision Rights

Own:

- Translation of Combined Authority strategy to Policing, Environment and Place.
- Key priorities / business plan for Policing, Environment and Place, in line with Combined Authority strategy.
- Risk appetite for reporting teams.
- Resource prioritisation and deployment for Policing, Environment and Place (within budget).
- Decision making boundaries for Policing, Environment and Place (including issue resolution)
- Policing, Environment and Place budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Policing and Crime governance.

Influence:

- Combined Authority-wide strategic prioritisation.
- Combined Authority-wide funding & financial allocation.
- Setting of Combined Authority-wide risk tolerance.
- Combined Authority-wide governance.

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Policing, Environment and Police teams.
- Performance against plan by Policing, Environment and Place business area.
- Policing, Environment and Place project and programme performance (status reports etc.)
- Public confidence and satisfaction (e.g. satisfaction surveys etc.)
- Member / partner confidence and satisfaction.
- Violence reduction / community safety stats.

Director Policing, Environment and Place: Role Profile Summary

Requirements of the Role

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 vision.
- Provide clear direction to your team/s, 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 outcomes and outputs.
- 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.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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:

- 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 and Influence

- Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

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

Financial:

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

Impact and 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.

Interactions



Chief Operating Officer: Role Purpose

Role purpose: Leads the day-to-day operation of the Combined Authority, responsible for standards, driving delivery of key outcomes across the organisation, overseeing business processes and leading efficient & effective corporate services. Deputy to the Chief Executive.

Key Accountabilities

Key Functional Accountabilities:

- Leads the day-to-day operation of the organisation, resolving risks and issues which span the Combined Authority.
- Leads the strategic business planning and corporate performance functions for the Combined Authority, ensuring strategic outcomes are tracked and achieved across the organisation.
- Acts as the single point of accountability for corporate related matters, delegating as appropriate.
- Ensures delivery of corporate services which are efficient and effective in their support all Directorates.
- Ensures policies and processes are in place which enable the Combined Authority to attract, develop and retain the best talent in the region, fostering diversity and innovation.
- Ensures strong corporate governance arrangements with an appropriate degree of risk management and ensuring overall controls are in place.
- Oversees and ensures efficient processes are in place for use across the Combined Authority, with clear process mapping.
- Oversee the delivery of a high quality HR, ICT and Legal and Governance services to the organisation:
 - Enabling the organisation to get the best out of people, having the right people in the right place at the right time with an appropriate skills.
 - Delivering a modern, secure and highly reliable technology service.
 - Delivering a robust and efficient Legal and Governance service, ensuring compliance with appropriate frameworks and legislation.
- Ensures provision of standardised, lean and efficient support services which meet the needs of the wider organisation and drive organisational productivity and value (meeting priorities as set out in annual business plans).
- Provides rigorous strategic thought leadership and challenge, driving through continuous improvement across the whole organisation.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Develops and builds insight driven coherent corporate functions and Centres of Excellence e.g. for Delivery and PolicyOversees achievement of outcomes and that overall monitoring and evaluation processes are in place.

Financial Accountabilities:

- Holds ultimate accountability for the COO Directorate budgets, overseeing budget allocation and prioritisation.

People Management Accountabilities:

- Provides executive leadership to the Combined Authority's corporate centre, integrating core functions.
- Provides leadership to the Combined Authority, deputising for the Chief Executive for internal and external engagements.
- Role models and champions Combined Authority values and behaviours, facilitating a culture of inclusiveness and empowerment across the organisation.
- Coaches and mentors L2 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.
- Identifies and develops top talent and capability in those with 'Executive / Director' potential.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle.
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority.
- Shares collective responsibility with the internal leadership team for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the corporate centre Directorates at appropriate internal governance forums (as defined in terms of reference).

Role Specific Experience / Qualifications

- Substantial senior experience of driving corporate performance and improvement.

Decision Rights

Own:

- Business planning and corporate performance processes.
- Translation of corporate priorities for the Corporate Centre (allocating to direct reports).
- Risk tolerance for the Corporate Centre.
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority -wide governance (internal & corporate).
- Combined Authority cross cutting policies.
- Combined Authority workforce planning.

Influence:

- Combined Authority-wide strategic prioritisation.
- Setting of Combined Authority-wide risk tolerance.
- Combined Authority capacity planning and resourcing.
- Combined Authority-wide governance (internal and external)
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation and execution (within bounds of tolerances / Combined Authority procedures).

Performance Measurements

- Financial performance against budget / ROI.
- People management KPIs and improvement targets.
- Operational measures (KPIs / SLAs) achieved across the Corporate Centre.
- Performance against plan by corporate centre business areas.
- Overall performance against Combined Authority plan.
- Availability of data/dashboards/reporting/MI.
- Public confidence and satisfaction (e.g. satisfaction surveys etc.)

Chief Operating Officer: Role Profile Summary

Requirements of the Role

People Management

- Champion 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 vision.
- Provide strategic leadership and empowerment to direct reports and their teams.
- Champion and deliver a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Champion the behaviours, values and processes of the organisation to achieve outstanding results and have public accountability and transparency.
- 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 excellent communication channels are in place and effective.

Technical Duties:

- Accountable for developing and delivering on KPIs 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:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisations 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 and Influence

- Form and maintain effective senior level working relationships with Members, Government, Leeds City Region 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

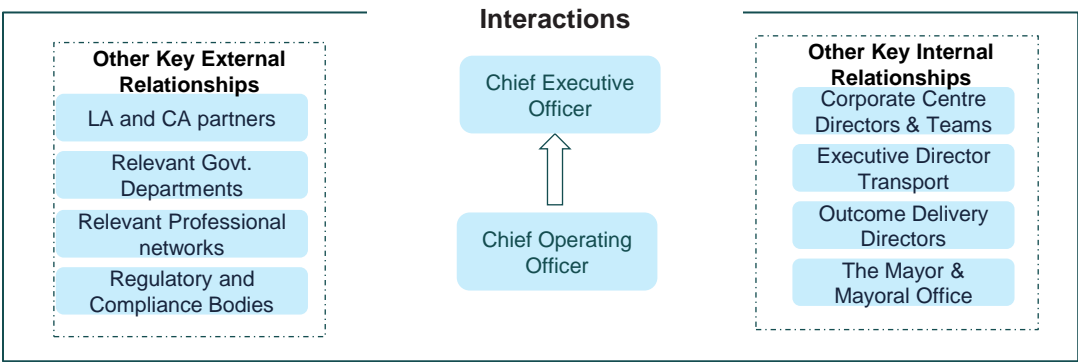
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

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

Impact and 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.



Director Strategy, Communications and Intelligence: Role Purpose

Role purpose: To ensure alignment of corporate strategy and voice across the Combined Authority and externally, overseeing and embedding processes and ways of working to enable continued monitoring, evaluation and driving performance towards key outcomes.

Key Accountabilities

Key Functional Accountabilities:

- Works with Members and partners to develop a compelling vision for West Yorkshire, translating this into corporate strategy .
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Ensures alignment of corporate strategy across Combined Authority Directorates overseeing processes and ways of working to enable continued monitoring and evaluation of progress towards outcomes.
- Oversees the Combined Authority's business planning and performance management processes, ensuring that they are lean, coherent and effective.
- Leads the development of transformative, evidence based, cross-cutting strategies and policies.
- Oversee the development of a best in class Research and Intelligence unit which drives economic analysis and thought leadership in the region. This includes providing a best in class data and intelligence service to enable informed and strategic decision making, report on performance of the region and efficiently monitor and evaluate progress.
- Oversees the development of the Combined Authority's transport analytics capacity and evidence base to deliver high quality intelligence on transport demand and mode choice.
- Oversee internal and external comms, media, press and public relations, strategic stakeholder engagement and Digital & Marketing – ensuring a strong public brand and image for the Combined Authority and the Mayor.
- Provides corporate planning, business continuity & internal governance services to the Combined Authority.
- Leads internal transformation, change management and embeds a continuous improvement culture and processes.
- Oversees the delivery of evidence reports to committees to improve member oversight.

Financial Accountabilities:

- Works to leverage funding into the region to deliver pipeline priorities and programmes.
- Drives strategic financial allocation and prioritisation.
- Holds Strategy, Communications and Intelligence team budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Strategy, Communications and Intelligence teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Strategy, Communications and Intelligence teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Strategy, Communications and Intelligence teams at appropriate internal governance forums (as defined in terms of ref.)

Role Specific Experience / Qualifications

- Experience of managing strategic communications in a high profile political environment.
- Experience of setting organisational strategy, development and implementation.

Decision Rights

Own:

- Development of Combined Authority and Corporate Strategy.
- Key priorities / business plan for Strategy, Communications and Intelligence, in line with Combined Authority strategy.
- Risk appetite for Strategy, Communications and Intelligence teams.
- Resource prioritisation and deployment for Strategy, Communications and Intelligence (within budget).
- Decision making boundaries for Strategy, Communications and Intelligence (including issue resolution).
- Strategy, Communications and Intelligence budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority Business Planning and monitoring procedures.

Influence:

- Translation of corporate priorities for the Corporate Centre (allocating to direct reports).
- Risk tolerance for the Corporate Centre.
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority investment priorities and funding.
- Combined Authority-wide governance (internal and corporate).

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Strategy, Communications and Intelligence.
- Performance against plan for Strategy, Communications and intelligence.
- Internal Combined Authority change project and programmes performance (status reports etc.)
- Public confidence and satisfaction (e.g. satisfaction surveys etc.)
- Member / partner confidence and satisfaction.

Director Strategy, Communications and Intelligence: Role Profile Summary

Requirements of the Role

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 vision.
- Provide clear direction to your team/s, 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 outcomes and outputs.
- 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.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, 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 and safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- 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 organisations resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

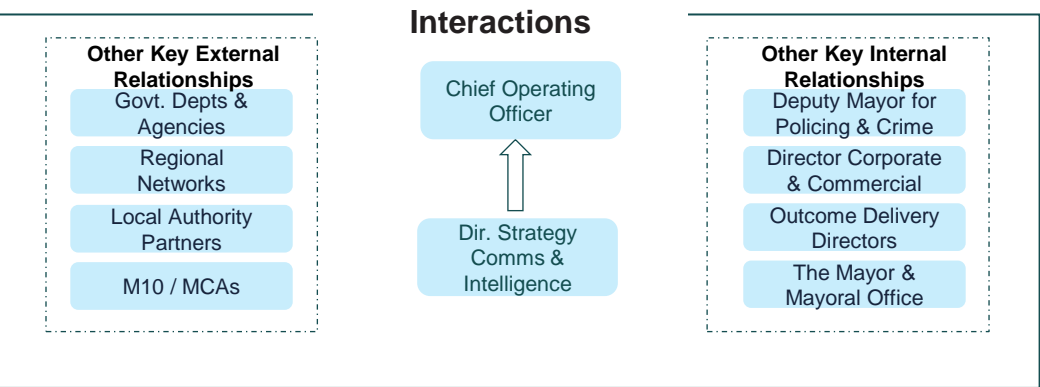
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

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

Impact and 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.



Director Finance and Commercial: Role Purpose

Role purpose: To provide leadership to Finance & Commercial Services, ensuring delivery of high quality professional services to the organisation and taking on statutory duties as the Combined Authority’s Section 73 Financial Officer.

Key Accountabilities

Key Functional Accountabilities:

- Ensure strong relationships with strategy, policy and operational teams across the organisation ensuring the financial and commercial strategy and plans are fully aligned to the organisation’s strategy.
- Provides leadership to the Finance, Commercial, Internal Audit, and Portfolio Management and Appraisal Teams.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Ensures strong corporate governance arrangements are in place with an appropriate degree of risk management and control.
- Oversee the delivery of strategic and operational Finance, Commercial, Assurance and Audit services for and on behalf of the organisation. This includes:
 - Delivering a high-quality financial service, providing professional knowledge, advice and expertise to teams across the Combined Authority.
 - Driving a focus on maintaining and increasing income and maximising value for money, ensuring quality outcomes that deliver financial and social benefits through commercial activities.
 - Providing assurance and advice on the effectiveness of internal controls, governance and risk management.
 - Overall responsibility for the Combined Authority’s Assurance Framework and its application within the organisation.

Financial Accountabilities:

- Produces the medium term financial strategy and annual budget for the Combined Authority, negotiating details with internal and external stakeholders.
- Has the statutory responsibilities of the S73 Financial Officer for the Combined Authority, including approval of accounts, treasury and borrowing and overall budgetary responsibility.
- Sets Combined Authority financial planning, accounting, budgeting, and reporting procedures for all finances, including policing.
- Holds Finance and Commercial team budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Finance and Commercial teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Finance and Commercial teams.
- Identifies and develops top talent and capability in those with ‘Director’ potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Corporate and Commercial teams at appropriate internal governance forums (as defined in terms of ref.)

Role Specific Experience / Qualifications

- CCAB or equivalent qualified accountant.
- Experience of strategic finance services provision at an organisational level.
- Experience of ensuring appropriate corporate compliance and controls.

Decision Rights

Own:

- Translation of Combined Authority strategy to Finance and Commercial.
- Key priorities / business plan for Finance and Commercial, in line with Combined Authority strategy.
- Risk appetite for Finance and Commercial teams.
- Commercial assessment and investment approval.
- Resource prioritisation and deployment for Finance and Commercial (within budget).
- Decision making boundaries for Finance & Commercial (including issue resolution).
- Corporate and Commercial budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority Financial mgmt. procedures.

Influence:

- Translation of corporate priorities to the Finance and Commercial functions.
- Risk tolerance for Finance and Commercial.
- Resource prioritisation and deployment across Finance and Commercial
- Decision making boundaries for Finance and Commercial (including issue resolution).
- Finance and Commercial budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority investment priorities and funding.
- Combined Authority wide funding allocation and finance.

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Corporate and Commercial.
- Combined Authority committed / actual spend stats.
- Performance against plan for Finance and Commercial.
- Member / partner confidence & satisfaction.
- Diversity and inclusion stats.

Director Finance and Commercial: Role Profile Summary

Requirements of the Role
<p>People Management</p> <ul style="list-style-type: none">• 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 vision.• Provide clear direction to your team/s, 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 outcomes and outputs.• 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.• Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency. <p>Technical Duties:</p> <ul style="list-style-type: none">• Accountable for developing and delivering on KPI's for the directorate, linked to the organisation's objectives, 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. <p>Financial:</p> <ul style="list-style-type: none">• 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. <p>Impact and Influence</p> <ul style="list-style-type: none">• Form and maintain effective senior level working relationships with Members, Government, 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.

Requirements of the Person
<p>Knowledge:</p> <ul style="list-style-type: none">• Educated or experienced to masters degree/ postgraduate professional qualification level.• Understanding of Business organisation and management gained through comprehensive experience in the field.• Experience of leading and managing key support services and effecting business change <p>Technical:</p> <ul style="list-style-type: none">• Strong negotiation skills.• Highly developed communication skills with the proven ability to strongly lead, influence and challenge. <p>Financial:</p> <ul style="list-style-type: none">• Demonstrable experience of successfully managing large scale budgets.• Experience identifying and acquiring appropriate funding streams. <p>Impact and Influence:</p> <ul style="list-style-type: none">• 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.
<div><div><p>Other Key External Relationships</p><div>Financial Director Networks</div><div>Professional Bodies</div><div>Govt. Departments & Agencies</div><div>Local Authority Partners</div></div><div><p>Interactions</p><div>Chief Operating Officer</div><div>↑</div><div>Dir. Finance & Commercial</div></div><div><p>Other Key Internal Relationships</p><div>Deputy Mayor for Policing & Crime</div><div>Director Strategy, Comms & Policing</div><div>Outcome Delivery Directors</div><div>The Mayor & Mayoral Office</div></div></div>