

## ROLE PROFILE

<b>Job Title:</b>	Director, Policy, Strategy and Communications	<b>Job Code:</b>	DIR/PSC
<b>Department:</b>	Directors	<b>Version:</b>	1.1
<b>Reports To:</b>	Managing Director	<b>Date Created:</b>	April 2016
<b>No. of direct reports:</b>	4	<b>Member of:</b>	Leadership Team
<b>No. in Directorate:</b>	circa 80	<b>Grade:</b>	R
		<b>Budget:</b>	circa £5m

<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:

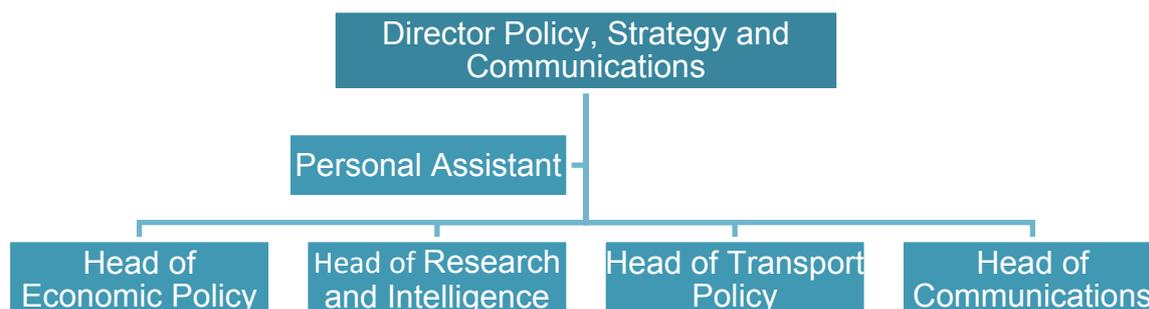
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

### 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:

- Be a thought leader on policy and strategy for the organisation, leading for the Leeds City Region, Local Enterprise Partnership (LEP) and West Yorkshire Combined Authority the defining, developing and securing of appropriate economic, transport and related policy and strategy for the region. Achieve this by working in partnership with constituent authorities, business leaders and other stakeholders.
- Lead in securing funding and powers from Central Government to allow the Combined Authority to achieve its vision and objectives.
- Lead in the communication of policies, strategies, programmes and projects providing a consistent and coherent message to both public and businesses.

- To lead in the research, appraisal, and evaluation of strategies and actions to provide a robust evidence base to support the needs of the local economy and Government scrutiny.
- To lead and champion the development and implementation of an inclusive growth strategy for Leeds City Region so that all people contribute to and benefit from economic growth.

- © Operate as part of a cohesive leadership team for the Combined Authority to inspire, lead and set the standards for the organisation.
- © 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 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 and strategy development for the city region on transport, all aspects of inclusive economic growth and on public service reform. Provide clear advice to partners on these matters. Lead relations with national government on such policy matters.
- Lead and direct the continual development of all strategic economic plans and their relevant strategies and plans for the Leeds City Region, on behalf of the LEP and the Combined Authority.
- Lead and direct the continual development of all statutory transport plans and their relevant strategies and plans for the city region. Ensure that subsequent delivery serves to implement the plans as agreed.
- Lead and support colleagues in driving the culture 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 Leeds City Region via credible and effective partnerships.
- Be the strategic lead in identifying, scoping and securing local powers and responsibilities to support the Leeds City Region aim for further decentralisation, inclusive growth and devolution.

- Responsible for the relationship with Rail North Ltd for the policy and strategy aspects of the northern rail franchises, to ensure the services meet the policies of the Combined Authority and are subject to constant improvement.
- In conjunction with the Director, Transport Services, be accountable for the development and provision of accurate public transport and other transport information, in forms accessible to the public and in line with their expectations, exploiting the opportunities provided through Open Data initiatives.
- 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 and direct the research, appraisal, and evaluation of strategies and actions to provide a robust evidence base to support the needs of the local economy and Government scrutiny.

- ◎ Accountable for developing and delivering on KPI's 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 funding proposals and bids for the organisation.
- Be the strategic lead for identifying, developing and securing 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 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 & Influence:

- Lead and direct the engagement of all stakeholders, across the private and public sectors, in the development and implementation of all strategies and plans, 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 the Urban Transport Group, Transport for the North, the Department for Transport, health sector and operator bodies and companies.

- © 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.

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 European Programmes.

- 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 gained through comprehensive experience in the field.

### 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.