

ROLE PROFILE

Job Title:	Senior Service Manager	Job Code:	ES/ES30
Department:	Business Support	Version:	1.2
Reports To:	Head of Business Support	Date Created:	November 2016
No. of direct reports:	3	Member of:	Economic Services Directorate Management Team
No of employees in function:	5	Grade:	L
		Budget:	Circa £10m

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:

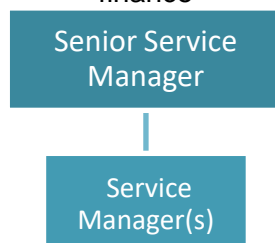
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

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 department contributes to this by:

Working with businesses to boost productivity, create employment and provide access to finance



Job Overview:

- Manage, and continually improve a number of large complex business support service areas, including access to finance, innovation, strategic business planning, enterprise development, supply chain development and business growth hub.
- Ensure that service areas for which responsible continually meet the needs of Small & Medium-Sized Enterprises (SMEs) in Leeds City Region through the delivery of high quality and value for money service-provision
- Develop new business support products and services to meet identified customer needs, and secure the required resources to successfully deliver them, including via applications for external funding.

- © Design, implement and maintain the systems required for delivering the objectives of your function to support the Combined Authority in achieving its vision.
- © Take a pro-active corporate role in the management of your function including participating in delivering your directorate's objectives.
- © Demonstrate commitment to corporate processes and ensure these are delivered at all times.
- © Be a visible and enthusiastic manager, encouraging partnership working across the organisation.
- © Influence, develop and motivate your team, taking a positive approach to their development.

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 and motivate multi-disciplinary teams to deliver complex/high profile projects.
 - Provide cross-directorate leadership and support in the creation and delivery of grant programmes, risk management and data management/reporting.
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- Ⓢ Encourage a partnership approach to work across the organisation and externally.
 - Ⓢ Provide clear direction, focussing on developing and motivating your team(s) to ensure targets are achieved.
 - Ⓢ Manage the workflow of the team to deliver a strong performance management culture, where people are accountable for the delivery of results.
 - Ⓢ Monitor productivity levels and balance of skills within your team, taking action to ensure that they are equipped to complete their work.
 - Ⓢ Create the right working environment for your team, with a solid ethic of working towards achievement of our vision, utilising the Combined Authority's policies and procedures.
 - Ⓢ Take a proactive approach to management of change and recruitment processes, leading consultation meetings and interviews.
 - Ⓢ Ensure appropriate communication channels are in place and effective between you and your direct reports.
 - Ⓢ Fulfil the HR processes associated with being a people manager, e.g. employee relations and development issues.

Technical Duties:

- Complete large, complex applications for external funding (£2m to £10m), ensuring that the funding is used in a contractually-compliant manner, and that all outputs, outcomes and expenditure profiles are met
- Manage large, complex procurement exercises (£2m to £5m) to ensure external service-providers are appointed in a compliant and value for money manner, and manage subsequent legal agreements, mini-procurements and evaluations to ensure continued high quality delivery for customers
- Undertake detailed assessments of applications for businesses for grant-funding of between 100k and 500K, including the financial health of the application, the financial viability of the proposed investment and the economic impact on the city region
- Prepare and present detailed case papers and grant applications to the Business Investment Panel (consisting of Local Authority Leaders, LEP Chair and prominent private sector representatives) on the above applications.
- Utilise data and intelligence on businesses from a range of sources, including customer surveys, official data sets and evaluation exercises, to inform and improve service areas
- Provide detailed financial advice to organisations and business on major funding applications to the Combined Authority and to other sources of investment
- Analyse large, detailed data sets and customer feedback to inform ongoing improvements to service areas
- Prepare detailed Board level reports on service performance and proposed service improvements
- Prepare and deliver detailed presentations on SME support services and products available in the City Region to a wide range of business audiences.
- Ability to develop and implement ICT solutions to record and report large-scale complex data on business support
- Develop, implement and, where required, lead service-delivery improvements in partnership with other parts of the organisations.

- Provide detailed advice to public and private organisations on the design, development and resourcing of new SME support products and services, and ensure these are integrated within the Growth Service

- © Typically work on horizons of one year, in line with the objectives set in the business plan.
- © 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 financial management for the Business Support Team, including the setting and monitoring of annual budgets for the team and regular progress and forecast reporting for senior management and Combined Authority/LEP Panels. In the process, provide early warning of any budget deviations from agreed tolerances, planning and implementing corrective actions and reporting via highlight/exception report and timely input of project information into the Portfolio Information Management System (PIMS) as appropriate.
- Responsible for planning, managing, monitoring and reporting on the budgets of allocated programmes and projects, including for Government and other externally funded projects, providing assurance and detailed written and verbal updates to the Budget Controller.
- Responsible for ensuring compliance of third parties with relevant legal agreements and grant awards.

- © Fulfil the requirements of a budget holder, as detailed in the Corporate Standing Orders and the Financial Regulations.
- © Deliver financial results against corporate Key Performance Indicators.
- © Analyse and appraise financial related information ensuring financial process deadlines are met.

Impact & Influence:

- Influence and, where appropriate, lead national and regional work streams on SME support, including access to finance. In the process, directly influence the breadth and quality of SME support in the City Region by advising public and private sector partners on the design and delivery of new products and services.
- Develop strong and influential working relationships with senior civil servants within relevant Government departments to ensure that our SME support services are recognised and well-regarded, and that new Government policies and products are aligned to our objectives.
- Directly influence the breadth and quality of SME support in the city region by advising public and private sector partners on the design and delivery of new products and services
- Provide direct support to senior politicians and business leaders on key service areas, ensuring that they remain well-briefed and up to date on key challenges and opportunities in advance of decision-making panels and boards.
- Deputise for Head of Service as required, including at senior-level panels and boards, leading team meetings and representing the organisation/the city region on national and regional groups.

- © Represent the interests of your function within the context of the wider aims of the Combined Authority both internally and externally.
- © Foster good working relations across the organisation, building effective team relationships.
- © Use strong communication skills to influence with key customers and stakeholders ensuring your function is able to deliver results in line with the vision.
- © Identify and find solutions to communication challenges observed within the organisation.

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:

- © Hold a degree in a policy or economic development discipline or relevant demonstrable practical experience.
 - © Practical experience of successfully performing in an economic development/business support role.
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- Experience of setting, managing and reporting on budgets for large, complex service areas.
 - Experience of providing support and advice to businesses of all sizes, but particularly SMEs, across a range of business sectors.
 - Detailed knowledge and understanding of local, regional and national policy on SME growth.
 - Strong knowledge and understanding of the political structures and influences within the city region, including local and central government and business representative organisations

People:

- © Experience of prioritising, planning and organising workloads to manage expectations and deadlines.
 - © Experience of managing people including appraisals, performance management, disciplinary, recruitment and selection.
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- Experience of matrix-management across teams, and in other partner organisations (e.g. Local Authorities)

Technical:

- © Demonstrable experience of managing and championing change successfully.
 - © Strong communication skills with the proven ability to influence, negotiate and challenge.
 - © Experience of making compelling business cases/ reports to a range of audiences.
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- Detailed knowledge and understanding of the challenges and opportunities facing SMEs, particularly related to access to finance, financial management, innovation and strategic business planning.
 - Detailed knowledge and understanding of the Leeds City Region SME population.
 - Forensic knowledge and understanding of the products and services available in Leeds City Region to support SME growth.
 - Detailed knowledge of ICT solutions to storage and reporting of business support interventions.

Financial:

- © Demonstrable experience of successfully managing budgets.
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- Detailed knowledge and understanding of external funding streams for SME growth e.g. Local Growth Deal and European Regional Development Fund.
 - Detailed knowledge and understanding of the financial mechanics of a business e.g. profit and loss accounts, company accounts, balance sheet, cashflow forecast etc

Impact & Influence:

- © Proven experience of confidently and professionally conveying information both written and oral in a clear, concise and persuasive style.
- © Comprehensive experience of leading, negotiating and influencing stakeholders.
- © Experienced in forming and developing effective senior level working relationships with Members, Government and partner organisations to achieve the best outcomes for the organisation.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.

- Experience of effecting positive change in behaviour and working practices with key internal and external stakeholders.
- Experience of working with senior politicians and business leaders.

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.