

JOB DESCRIPTION

Job Title: Service Director – Growth and Development

Reports to: Executive Director Place & Economy

1. Job Purpose:

To lead and be accountable for the commissioning and delivery of a range of services and projects across Cambridgeshire and Peterborough, including:

- The councils' statutory roles of Local Planning and Waste Authority
- A diverse range of environmental and regulatory services
- Economic growth and infrastructure investment
- The management of council staff and commissioning of contracts, services and projects
- The managements of the councils' land and property assets
- To integrate service delivery and client management across Cambridgeshire and Peterborough

To have overall responsibility for commissioning and leading services in developing, negotiating and performance managing internal and external stakeholders, ensuring that services are delivered and procured within budget, local and national policies, and legislation.

To maximise investment in infrastructure and economic growth through partnership working with the Combined Authority, Cambridge City Deal, Homes England and Government, to support the economy of the sub region.

To be a fully participating member of the Directorate Management Team, driving strategy and performance and championing the delivery of the councils' and Directorate vision with all stakeholders.

Play a key role in the development of the Directorate business plan, providing expert input, recommending the most effective models of service delivery, including where necessary service re-design.

The role involves leading, developing and directing a wide range of upper and lower tier services across the two councils. The postholder will be accountable for the commissioning, delivery and performance management of these services.

2. Dimensions:

The role is a Tier 2 post within the Place & Economy Directorate.

The role reports to the Executive Director Place & Economy

Areas of Responsibility

The Service Director Growth & Development is responsible for leading and commissioning the following service areas:

- Planning and building control
- Property services (including the farm estates)
- Economic development
- Regulatory and environmental services
- Waste services
- Client management of a number of wholly owned and joint venture companies
- Emergency planning and resilience
- Energy services and projects
- Climate change
- Capital projects

Staff

Responsible for 3 direct reports with staffing numbers totalling approximately xxx. These staff are split across a number of operating sites.

3. Organisation:

This is a Tier 2 post reporting directly to the Executive Director of Place & Economy.

The post holder will represent the councils at local, regional and national level in a variety of forums including as the councils' representative on working and advisory groups.

The role has 3 distinct and diverse areas of operation each headed by an Assistant Director.

4. Principal Accountabilities / Responsibilities:

- Ensure services have a clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- To fully integrate the commissioning, delivery, client and performance management of the two councils for the service areas managed.
- Act as the councils' lead on all regulatory and environmental, economic growth and property service areas delivering innovative and high quality services.
- Act as policy advisor on planning, property, environmental and economic growth strategy, providing clear and objective advice to the Executive Director Place & Economy on matters of policy and in order to influence the Combined Authority's economic growth and investment decisions.
- Support the Executive Director Place & Economy to lead economic growth agenda by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Ensure that all the councils' statutory obligations relating to the environment and climate change are met.

- Ensure the delivery of the councils' capital programme.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Executive Director of Place & Economy.

Leadership

- Lead the joint Cambridgeshire and Peterborough Growth and Development Management Team within the Place & Economy Directorate and associated contracts, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Executive Director of Place & Economy as required.
- Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for council services corporately;
- Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner;
- Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to Council, Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- Sustain and improve the overall reputation of the councils and act in their best interests through effective representation locally, regionally and/or nationally.
- Corporately, to provide visible leadership across the councils, leading by example to ensure the delivery of the councils' objectives.
- Corporately to engage with the public, key stakeholders and the media to build and maintain support for services provided and ensure that the councils' reputation is developed and delivered through a planned and sustained approach, maximising positive coverage in all media coverage, in order to promote public confidence in the council and to ensure that the area is recognised as a place where people want to live, work, visit and invest.
- To build mutual confidence, respect and trust with elected Members of the two councils, and of district, parish and town councils, to ensure effective relationships are developed and maintained.
- To ensure that the area continues to attract the resources that will enable growth through building extensive partnership working, both within the organisation and across the broader strategic partnerships.
- To operate with a high degree of autonomy in relation to operational decisions, ensuring that all such decisions are communicated in good time to the Executive Director in order that any other activities or priorities can be taken fully into account.

- To provide inspirational leadership to a diverse multidisciplinary workforce, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement in order to develop and sustain capacity and capability within the workforce.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the councils' strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the councils' visibility as strong strategic leaders and catalysts for investment.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the councils.
- Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
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- Ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to ensure that management plans and strategies are regularly reviewed and updated to support performance improvement. To manage staff and relationships with partner organisations, the businesses community and contractors.
- To monitor the performance of all managed and contracted services and to lead corrective action where performance falls short of policy objectives and to ensure that effective risk management arrangements are in place to minimise the councils' exposure to risk and uncertainty.
- Lead negotiations and establish service levels with third parties.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To widen commercial trading and to ensure strategy and plans are in place to maximise these opportunities, whilst ensuring a commercial culture is developed across services managed.
- Maximise income from external grants to deliver new infrastructure and projects

- To commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the councils.
- Directly responsible for a budget of £xxxm.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Qualified to degree level or equivalent by experience.
- A relevant management or professional qualification and membership of a professional body are desirable, such as RICS or RTPI.
- Understanding of the role of the councils, their democratic operation and their responsibilities.
- Good knowledge and understanding of law, procedures and guidance in relation to the councils' full range of statutory functions for the services managed.
- Evidence of successfully working in a Assistant Director of service/assistant director role across a number of functions, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted infrastructure and/or capital projects within a complex, political, multi discipline, multi-cultural environment.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Excellent knowledge of procurement and contract /client management.
- Extensive knowledge of economic development, growth and regeneration, and environmental services are essential.
- Practical experience of working in the following areas is essential: -
 - customer-facing service operations
 - service improvement programmes

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering services, including collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Extensive experience of successful strategic and operational resource management, including the evaluation of competing priorities.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of supporting and delivering major growth and infrastructure projects.
- Experience of developing and managing a transparent framework for compliance with national, regional and local requirements
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.

- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Proven track record of leading strategic decision making and resource allocation and of problem solving and meeting objectives at a service and directorate level, whilst managing expectations of residents and staff within the teams.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.
- Evidence of successful multi-agency and partnership working.
- Experience of successfully working with a wide range of stakeholders.
- Significant experience of negotiating major contracts, contract specification and client management.

Skills

- Excellent interpersonal skills with the ability to relate to a wide range of audiences including Members, partner organisations and the business community, in a manner that inspires respect, trust and confidence.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Highly developed networking, advocacy, oral, written and presentation skills, which are clear, persuasive and influential with others.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable ability to manage risk.
- Ability to create a culture focused on high performance, innovation, engagement and customer service.
- Demonstrable resilience and drive to meet the demands and pressures of the post including the ability to cope effectively at times of crisis.

6 Job Context:

Operating

- To develop successful partnerships with business, contractors, public and third sector organisations including the Combined Authority and City Deal.
- To work with a wide range of environmental and regulatory service providers and contractors to ensure statutory compliance with legislation, that environmental targets are met, and that the councils' economic growth agenda is delivered.
- Client management of a range of wholly owned and joint venture companies to ensure that the councils' objectives are met.

- To ensure that the council's land and property assets are effectively managed to maximise their commercial potential and to support the growth agenda.

Environment

- The postholder will work within a complex and challenging environment where the reputation of the councils and the area is dependent upon this role.
- The postholder will have responsibility of the management of a diverse range of services which will require working with a wide range of stakeholders including elected Members at all levels, businesses, contractors, developers, local communities and MP's

Framework

- The postholder will operate within a legal framework for the purposes of the statutory services within the scope of the post.

7. Job Challenges:

- Maintaining and improving service delivery in a period of significant austerity with less financial resource and an increasing cost base. This 'more for less' demands the development of innovative new ways of working, commissioning and organisational redesign.
- Helping the Senior Management Team to determine and shape the councils' objectives to ensure that the diverse range of services meet the needs of residents, investors and visitors.
- To maximise income generation and commercialisation to ensure that service delivery is maintained and provides sustained income for the councils.
- Ensuring the councils support the agreed economic growth agenda across the Combined Authority area.

8 Key Relationships:

Members

- Regular contact with Members via phone, e-mails and in person
- The postholder will be responsible for promoting highly effective relationships with Members with the ability to present ideas and concepts clearly and effectively to multiple audiences, inspiring trust and confidence.

Line Manager (Executive Director)

- 1:1 meeting fortnightly.
- Annual performance appraisal and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meeting fortnightly.
- Management team meeting monthly.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Other contacts

- Regular contact with Directors and wider SMT, ensuring that cross service plans contribute to the overall vision and objectives of the councils.
- Regular meeting with business leaders, developers and investors, contractors, community groups, business forums and emergency services ensuring that effective relationships are in place to drive forward change and encourage a joined up public and private approach to services, whilst maintaining a focus of resources.
- Correspondence and engagement as necessary with MPs.
- Regular presentations to a variety of groups and organisations.
- Regional, national and international professional partnerships.

9. Key Relationships Decision Making Authority:

- Extensive and significant delegated operational decision making authority regarding all council service issues that sit within this role. This role operates with significant autonomy (within statutory and policy constraints).
- Acting as deputy for the Executive Director Place & Economy at delegated meetings.
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10. Additional Information:

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.