

JOB DESCRIPTION

Job Title: EXECUTIVE DIRECTOR OF PLACE & ECONOMY

Reports to: CHIEF EXECUTIVE

1. Job Purpose:

- This is a strategic role responsible for leading the delivery and commissioning of a wide range of upper and lower tier services across Cambridgeshire and Peterborough.
- To transform and fully integrate service delivery across the two councils in order to maximise efficiency and the quality of service delivery
- To develop and lead a high quality management team delivering a wide range of place based services to the communities of Cambridgeshire and Peterborough, and to support the sustainable growth of existing and new communities.
- To develop and manage strategic relationships, including with Government agencies, the Combined Authority, Greater Cambridge partnership Regional non-statutory bodies, and district and parish councils
- To be a fully participating member of the joint Strategic Management Team (SMT) driving strategy and performance and identifying, and championing the delivery of the vision and strategy with lead politicians, partners, community representatives, SMT colleagues, and all employees.

2. Dimensions:

Areas of Responsibility

- Commissioning and client management of a range of wholly and jointly owned commercial companies
- Statutory role of the councils as Local Planning Authority.
- Statutory role of the councils as Local Highway Authority, including commissioning and client management.
- Statutory role of the councils as Waste Disposal Authority (Cambridgeshire) and Waste Collection and Disposal Authority (Peterborough), including commissioning and client management
- Regulatory and environmental services including trading standards, environmental health and health and safety.
- Energy management and investment in energy related projects
- Development of the Smart Cities agenda and oversight of the Councils work on Broadband rollout and improving mobile coverage
- Highway and transport services including network management and maintenance and home to school transport

- Working with the Combined Authority which is the Transport Authority and providing services where appropriate for infrastructure delivery, sustainable transport, and passenger transport.
- To manage a diverse land and property portfolio, including asset disposal, acquisition and the use of assets to support economic growth.
- Resilience and emergency planning.
- Development and delivery of capital programmes for both councils.
- To lead the provision of shared services to partner organisations.

This post has 2 direct Service Director reports and has a broad customer base across the public, private and third sectors.

3. Organisation:

The Executive Director of Place & Economy is accountable for the strategic delivery, commissioning and performance management of a wide range of growth, infrastructure, regulatory and environmental services.

The role is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the joint Senior Management Team

The role has several distinct areas of operation, each headed up by Service Directors and Assistant Directors.

See attached organisation chart of the services which sit within the remit of the Executive Director of Place & Economy.

4. Principal Accountabilities / Responsibilities:

- Ensure that the Directorate and its partner commissioned services have 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.
- Act as the strategic and statutory lead on all directorate issues, including the statutory roles of Local Planning, Highway and Waste Authority, commissioning and delivering innovative and high quality services.
- Act as principal policy advisor on planning, housing, transport, economic growth, property, and environment strategy, providing clear and objective advice to Members on matters of policy including the development / implementation of appropriate strategies to meet the councils' statutory obligations.
- Ensure that policies and service delivery reflect the very different economic geographies across the two Councils areas
- Take strategic responsibility and provide leadership for the delivery of economic growth across Cambridgeshire and Peterborough, working closely with District Council Partners in Cambridgeshire and the Combined Authority.
- Work with internal and external partners to lead the economic growth agenda by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.

- Ensure that all the Council's statutory obligations relating to regulatory and environmental services, including climate change are met.
- Maintain strategic oversight and leadership of highway, home to school and passenger transport services and ensure high standards of performance are met across these services and contracts.
- Maximise income from Section 106 agreements, Community Infrastructure Levy and external grants to deliver new infrastructure
- Develop and foster relationships with Government, professional bodies and other organisations to represent and promote the councils' interests, influencing national and international policy.
- To actively engage in partnership working at regional, national and international level to raise Cambridgeshire and Peterborough's profile and draw down funding.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Lead the integration of services across the two councils.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the councils meet their statutory obligations in relation to all aspects of equalities legislation.
- Lead on valuing diversity in our communities, promoting an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional.
- 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 Chief Executive as required.

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 visibility as a strong strategic leader and catalyst for investment.
- Evaluate, review and report performance to Members, stakeholders and auditors (internal and external).
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the councils.

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 commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the councils.

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 relevant professional body are desirable. This would include but is not limited to a BA/BSc in a related discipline, and membership of an associated professional body.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the councils' full range of statutory functions as Local Highway, Planning and Waste Authority.

Experience

- Evidence of successfully working in a strategic management role across a number of disciplines, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted development proposals and projects within a complex, political, multi discipline, multi-cultural environment.
- Extensive experience of delivering growth, regeneration and infrastructure and of negotiating and influencing over a wide range of service and corporate issues.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
 - Practical experience of leading services in at least four of the following areas is desirable: -
 - customer-facing service operations
 - service improvement programmes
 - planning
 - transport
 - property
 - environmental and regulatory services
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- 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.

- 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.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members colleagues, partners and the wider community.
- 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.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

6 Job Context:

Operating

- The role is about the strategic leadership, commissioning and management of a wide range of services and diverse partnerships.

Environment

- The role regularly interacts with partners, commercial providers, businesses, developers and investors, district, town and parish councils, community groups, interest groups, and strategic leaders across the public and voluntary sectors, nationally and internationally.
- The post holder will need to operate in a political environment with a number of political groups across the two councils – being aware of and taking into account political considerations when giving advice, yet remaining politically neutral at all times.
- The post holder will be required to advise the administrations of the two Councils on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the team's impartiality and a

recognition that policies and priorities of the political groups in the two Councils may be different.

- To continue to deliver services and to ensure that the councils are legally compliant in the services that they deliver as resources reduce, thus avoiding legal challenge as far as possible.
- The role operates in an ever changing environment. The Combined Authority is the Transport Authority and leads on all statutory transport functions. The post holder will need to develop relationships with the Combined Authority and develop a model for the Councils ongoing involvement in these functions.

Framework

- The role is governed by an extensive set of regulations, policies, procedures and systems. It includes management and leadership of the statutory roles of the Councils as Local Planning, Waste and Highway Authorities which are governed by primary legislation. The role is further governed by health and safety legislation, contract and financial management regulations and the councils' constitutions.

7. Job Challenges:

- Maintaining and improving service delivery - and integrating delivery across the two councils - in a period of reduced resources. This demands the development of innovative new ways of working, commissioning and organisational redesign.
- Delivering the infrastructure improvements necessary for the area to achieve its economic potential. This demands innovative funding and technical solutions to both maintain and improve the infrastructure asset.

8 Key Relationships:

Manager (Chief Executive)

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

Direct reports

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

Other contacts

- Regular contact with staff across the directorate and commissioned services.
- Extensive involvement and representation in cross sector partnerships.
- Regular meetings with service providers to provide strategic management and direction, and performance management.
- Regular meetings with developers and investors, elected representatives, community groups, interest groups etc.
- Regular correspondence and engagement with Members of Parliament.

- Regular presentations to a variety of groups and organisations.
- Regional, national and international professional partnerships.
- Regular contact with elected representatives, informally, and formally.

9. Decision Making Authority:

- Extensive and significant decision making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations within the Constitutions, and the ability to make decisions within the Chief Executive's delegations, in her absence.
- Full ability to make decisions in relation to teams and service areas, without reference to the Chief Executive but consulting with the Chief Executive as required regarding critical and / or politically sensitive matters.

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.