

# EMPLOYMENT COMMITTEE

**WEDNESDAY 23 OCTOBER 2013**

**9.30 AM**

**Forli Room - Town Hall**

## AGENDA

**Page No**

**1. Apologies for Absence**

**2. Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

**3. Exclusion of Press and Public**

In accordance with Standing Orders, Members are asked to determine whether agenda item 5, Interviews for the positions of 'Director for Communities', 'Director of Governance', 'Executive Director of Adult Social Care and Health and Wellbeing' and 'Director of Growth and Regeneration', which all contain exempt information relating to individuals as defined by Paragraphs 1, 2 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when the items are discussed, or whether the public interest in disclosing the information outweighs the public interest in maintaining the exemption.

**4. Appointment to the Post of Head of Corporate Property and Children's Resources 3 - 4**

**5. Interviews for the Positions of:**

5.1 **Director for Communities 5 - 8**

5.2 **Director of Governance 9 - 12**

5.3 **Executive Director of Adult Social Care and Health and Wellbeing 13 - 16**

5.4 **Director of Growth and Regeneration 17 - 20**



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

Committee Members:

Councillors: Lamb (Chairman), Holdich (Vice Chairman), Walsh, Fitzgerald, Khan, Swift and Sandford

Substitutes: Councillors: Cereste, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – [gemma.george@peterborough.gov.uk](mailto:gemma.george@peterborough.gov.uk)

<b>EMPLOYMENT COMMITTEE</b>	<b>AGENDA ITEM No. 4</b>
<b>23 OCTOBER 2013</b>	<b>PUBLIC REPORT</b>

Contact Officer(s):	Gillian Beasley, Chief Executive Lyn Neely, Head of HR	Tel. (01733) 452390 Tel. (01733) 384646
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## **APPOINTMENT TO THE POST OF HEAD OF CORPORATE PROPERTY AND CHILDREN'S RESOURCES**

R E C O M M E N D A T I O N S	
<b>FROM : Chief Executive</b>	<b>Deadline date : N/A</b>
That the Employment Committee appoints Mr Jonathan Lewis to the post of Head of Corporate Property and Children's Resources.	

### **1. ORIGIN OF REPORT**

1.1 This report is submitted to the Committee from the Chief Executive.

### **2. PURPOSE AND REASON FOR REPORT**

2.1 This report is for the Committee to consider under its Terms of Reference No 2.3.1.1 "to appoint Directors and Heads of Service, and determine terms and conditions of employment".

### **3. TIMESCALE**

Is this a Major Policy Item/Statutory Plan?	<b>No</b>	If Yes, date for relevant Cabinet Meeting	N/A
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### **4. BACKGROUND TO THIS REQUEST**

4.1 The Committee received a report at its meeting held on 27 September 2013, where the proposals to change the senior management structure were presented and noted.

4.2 The proposals included bringing together a number of functions which sat separately within service departments, namely finance, performance management and asset management. It was identified that this would streamline management structures, create further savings and better support the Council in delivering its objectives.

4.3 The removal of the finance function and the asset management function from the Children's Services directorate would mean that the post of Assistant Director Education and Resources is no longer required and the post holder, Mr Jonathan Lewis, placed at risk. However as a significant proportion of the post holder's existing responsibilities transfer to the newly created post of Head of Corporate Property and Children's Resources in the Resources Directorate, the post holder will slot to the new post, which is largely similar to his current role.

4.4 The Employment Committee is therefore requested, under its terms of reference, to confirm the appointment of Mr Jonathan Lewis as the Head of Corporate Property and Children's Resources.

**5. CONSULTATION**

5.1 The senior management structure has been widely consulted and commented on.

**6. ANTICIPATED OUTCOMES**

6.1 That the Committee appoints Mr Jonathan Lewis as Head of Corporate Property and Children's Resources.

**7. REASONS FOR RECOMMENDATIONS**

7.1 The proposed slot is in accordance with Peterborough City Council's policy to support the redeployment of staff at risk of redundancy.

**8. ALTERNATIVE OPTIONS CONSIDERED**

8.1 The asset management and finance functions could remain as is within Children's Services without making any change to the current departmental structure. However this would not create the efficiencies and streamlining required to help the Council deliver its priorities.

**9. IMPLICATIONS**

9.1 There are no financial or legal implications.

**10. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985)

Employment Committee Report dated 27 September 2013.

Peterborough City Council's Redundancy Policy

## Job Description

**JOB TITLE: DIRECTOR FOR COMMUNITIES**

**REPORTS TO: CHIEF EXECUTIVE**

### Job Purpose

To commission all adult social care, public health, children and family services and community safety and cohesion ensuring that services (including in-house provision) are procured and delivered within budget, council and national policies and frameworks.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

### Organisation

The Director for Communities is a Tier 1 post reporting directly to the Chief Executive and the post holder full member of the Corporate Management Team.

The post holder will be responsible for approx. 510 staff including Children's Services Strategic Commissioning and Prevention, Neighbourhoods (including Public Health) and Adult Social Care Strategic Commissioning.

The Director for Communities will be responsible for a gross budget in the region of £83m. There will be a joint and shared responsibility with the Executive Director Children's Services and the Executive Director Adult Social Care and Health and Wellbeing for those services which are delivered operationally within the Communities directorate.

The appropriate reporting structure underneath the Director for Communities post will be determined following appointment to the post.

### Principal Accountabilities / Responsibilities

- Support the Chief Executive in developing the overall people strategy in conjunction with the political direction as determined by the Council.
- Lead and direct the development of a broad strategic commissioning framework that shapes future collaboration, contracting and procurement requirements and plans and manages the market in Peterborough to deliver services for the people of Peterborough.
- Working closely with the Executive Directors for Adult Social Care and Health and Wellbeing and Children's Services, be responsible for developing the Joint Strategic Needs Assessment (JSNA) and Health and Wellbeing Strategy.
- Prepare and implement the People Commissioning Strategy and Business Plan and contribute, as appropriate, to other relevant strategic policies and plans ensuring effective commissioning systems are in place to deliver excellent outcomes for all people.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings across the Council, including contract budgets for People Services and pooled budgets where appropriate.
- Lead the People Partnerships ensuring effective collaboration and commissioning within

Community, Prevention and Early Intervention, Re-ablement and Specialist services providing leadership, professional responsibility and accountability for the effectiveness, sufficiency, sustainability and value for money of people services.

- Develop and implement a commissioning framework to drive the delivery of improved outcomes and value for money, including; needs assessment, service user voices and other stakeholders, resource envelope, levels of commissioning, activity effective interventions, community and market engagement and management to promote a coherent, innovative and effective development agenda for commissioning in people services.
- Ensure a strategic approach to early help and prevention through specialist and early intervention services and re-ablement contracting activity, developing services through contract specifications, involving service providers and other stakeholders and ensure effective management, and monitoring of people services contracts, to deliver effective outcomes.
- Ensure effective People Partnership and collaborative arrangements and champion the people's agenda within the Health and Well Being Board and other relevant partnerships within the Council and wider Peterborough landscape.
- Lead on community, private, voluntary and independent sector engagement promoting and developing capacity to deliver effective people services within the sector.
- 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.
- 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 Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote 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, 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 Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's 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 Council.

### **Financial Management**

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- Ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

## 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.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the provision and management of people services, particularly in the effective commissioning of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- An understanding of NHS strategic policy changes and drivers and particularly the role of Clinical Commissioning Groups is desirable.

## Experience

- Extensive experience and proven track record at senior management level of successfully commissioning people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Evidence of developing and encouraging innovative ideas to drive improvement in the commission of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- 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 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.
- 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.

### **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.



## Job Description

**JOB TITLE: DIRECTOR OF GOVERNANCE**

**REPORTS TO: CHIEF EXECUTIVE**

### Job Purpose

To lead a high quality team delivering a broad range of governance and regulatory services to the Council, including legal and governance advice and support to the Council's Members.

To act as the Council's Monitoring Officer.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

### Organisation

The Director of Governance is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team

The post holder will act as the Council's Monitoring Officer and most senior legal officer.

The post holder will be responsible for approx. 203 staff including Legal and Governance, Regulatory Services, Human Resources, Communications / Marketing and Performance Management and will be responsible for a gross budget in the region of £8.1 m.

In addition, the post holder is indirectly responsible for the whole of the Council's budget (revenue budget of £380m and additional capital budget of £250m in 2013/14, £630m in total), as it is the post holder's responsibility to ensure that expenditure against it follows proper rules of governance.

It is anticipated there will be up to 7 direct reports.

### Principal Accountabilities / Responsibilities

- To fulfil all the statutory duties and responsibilities of the authority's Monitoring Officer.
- To ensure the provision of high quality advice (legal, governance, HR and communications) to officers and members to enable them to achieve corporate priorities, and in particular support to Cabinet members and CMT colleagues in this context.
- To ensure the provision of high quality regulatory and enforcement services, ensuring joined up delivery in a solution focussed environment in line with national best practice and statutory guidelines.
- To provide the Council with a high quality performance management function that enables it to monitor its effectiveness and delivery of its core functions.
- To be the Council's lead legal adviser and ensure provision of timely and pragmatic legal advice which is solutions driven, and incorporates a thorough understanding and assessment of risk – particularly on a range of high profile, high risk, "cutting edge" projects.
- To personally advise Council and Cabinet meetings and other meetings as required
- To organise, support and record Council, Cabinet and Committee meetings, and provide a range

of support to councillors and to the Civic Office, to enable them to fulfil their duties and responsibilities, and contribute positively to the Council and city's image and reputation.

- To ensure that all areas of the service meet the customers' needs and deliver services to the highest standards (where appropriate as assessed by external regulators, e.g. Lexcel accreditation)
- To implement performance management of the teams and secure continuous improvement and efficiencies within diminishing resources and changing demands.
- To translate the Council's strategic priorities into appropriate service plans for the department and oversee the execution, review and improvement of these plans.
- 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.
- 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 Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote 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, 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 Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's 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 Council.

## **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.

## **Job Knowledge**

- Qualified solicitor or barrister with full practising certificate and up to date CPD record, with a minimum of 5 years post qualification experience, or equivalent.
- Thorough knowledge and understanding of local government and of statutory, regulatory and ethical frameworks.
- An understanding of the financial framework governing local authority activities.
- An understanding of the contemporary public change agenda.

## **Experience**

- Evidence of high level of achievement as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.
- 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.
- Demonstrated ability to advise members on policy options, determine priorities and to communicate a clearly recommended way forward.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with 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.

## 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.

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## Job Description

**JOB TITLE: EXECUTIVE DIRECTOR ADULT SOCIAL CARE AND HEALTH AND WELLBEING**

**REPORTS TO: CHIEF EXECUTIVE**

### Job Purpose

To lead, develop, manage and direct Adult Social Care and Public Health ensuring the highest possible quality of service is delivered within the resources available and that all services promote independence, choice and engagement of people with care needs within their communities.

To be a fully participating member of the Council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the Council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.

### Organisation

The Executive Director for Adult Social Care & Health and Wellbeing is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The post holder will be responsible for approx. 316 staff across Care Services Delivery, Mental Health and the Public Health Client team.

The Executive Director for Adult Social Care and Health and Wellbeing will have ownership of the full Adult Social Care and Public Health budget (£65 m), sharing budget responsibility with the Director of People for those services which are delivered operationally within the People directorate.

The appropriate reporting structure underneath the Executive Director for Adult Social Care and Health and Wellbeing will be determined following appointment to the post however it is anticipated that there will be up to 3 direct reports, including the appointment of a Director of Public Health.

### Principal Accountabilities / Responsibilities

- To assume statutory responsibilities as the Director of Adult Social Care and line-manage the Director of Public Health and discharge the functions of the Authority as listed in Schedule 1 or the Local Authority Social Services Act 1970 and Section 73A(1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012.
- To provide strong, forward-thinking and positive leadership and management of people, financial resources and partnerships in order to deliver ever-improving performance relating to the functions for which the post holder has lead responsibility, including:
  - Adult Social Care.
  - Health and wellbeing, including Public Health.
  - The delivery of safe and effective outcomes for externally commissioned support.
- To take strategic responsibility (and hold the Director of Public Health operationally accountable) for developing a clear, target long term strategy that ensures health and social care, education, housing, jobs and economic policies and infrastructure are shaped in ways which deliver maximum improvements in health and wellbeing.
- To take strategic responsibility (and hold the Director of Public Health operationally accountable)

for minimising the adverse effects of demographic change and potential threats from poor health on the long term competitiveness of the city of Peterborough. The challenges of a growth in numbers of older people and people with disabilities will require a medium term strategy.

- To lead on and ensure surveillance and assessment of the population's health and wellbeing.
- To assess evidence of the effectiveness of health and healthcare interventions, programmes and services.
- To lead on policy and strategy development and implementation for Adult Social Care, commissioning and public health
- To provide leadership and ensure collaborative working with multi agencies relating to public health.
- 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.
- 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 Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote 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, 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 Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's 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 Council.

### **Financial Management**

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

### **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.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the provision and management of Adult Social Care services and Health, particularly the national political context within which it operates and the current challenges and

opportunities.

- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.

## Experience

- Extensive experience and proven track record at senior management level of management of Adult Social Care and Health and wide corporate management responsibilities at a senior level including financial responsibilities for large and complex budgets.
- 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 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.
- 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.

### **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.



## Job Description

**JOB TITLE: DIRECTOR OF GROWTH AND REGENERATION**

**REPORTS TO: CHIEF EXECUTIVE**

### Job Purpose

To lead a high quality team delivering sustainable growth and regeneration through leadership and strategic management of council services and strategic commissioning of services and projects.

To successfully deliver the Environment Capital agenda.

To be a fully participating member of the council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees

### Organisation

The Director of Growth and Regeneration is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Management Team.

The Director of Growth and Regeneration is accountable for the commissioning and performance management of Opportunity Peterborough, the Peterborough Delivery Partnership and highway services providers and has strategic responsibility for a wide range of regeneration, infrastructure, regulatory and environmental services.

The post holder will be responsible for approx. 166 staff including Planning, Transport and Engineering Services and Growth and will be responsible for a gross budget in the region of £20 m with a capital budget for 2013–14 of £37 m.

This post has 6 direct reports and has a broad customer base across the public, private and third sectors.

### 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 Council's strategic and statutory lead on all directorate issues, including the council's statutory role as Local Planning Authority and Local Highway Authority, delivering innovative and high quality services.
- Act as principal policy advisor on planning, housing, transport and environment strategy, providing clear and objective advice to members on matters of policy including the development / implementation of appropriate strategies to meet the Council's statutory obligations (Local Plan, Local Transport Plan, Trees and Woodland Strategy, Biodiversity Strategy, Environment Capital Strategy etc.).
- Take strategic responsibility and provide overall leadership for the delivery of growth and regeneration, including the client management of Opportunity Peterborough and the Peterborough Delivery Partnership.
- Act as the Council's client for the delivery of skills, marketing and growth services and projects

delivered by Opportunity Peterborough and the Peterborough Delivery Partnership, to ensure that projects and initiatives are delivered on time and within budget, and in accordance with the Council's policies and procedures.

- Work with internal and external partners to lead Peterborough's growth agenda for the Council by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Promote inward investment and working as part of the Local Enterprise Partnership, fostering healthy working partnerships with the business sector and potential developers and investors.
- Ensure that all the Council's statutory obligations relating to planning, building control, transport, the environment and climate change are met.
- Direct the work of the directorate to deliver the Environment Capital agenda including the Council's carbon management plan.
- 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.
- Lead the delivery of the Council's public realm strategy, and transport and housing capital programmes.
- Maximise income from Section 106 agreements, Community Infrastructure Levy and external grants to deliver new infrastructure
- Promote conservation of Peterborough's built heritage and natural environment assets.
- Develop and foster relationships with Government, professional bodies and other organisations to represent and promote the Council's interests, influencing national and international policy.
- To actively engage in partnership working at regional, national and international level to raise Peterborough's profile and draw down funding.
- Champion the Council and GPP vision, direction and achievements internally and externally engaging with employees, politicians, partners, businesses, regional and national stakeholders, and build strong relationships to represent the interests of the council and Peterborough as a whole. Ensure effective reputation and relationship management.
- 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.
- 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 Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Lead on achieving the Council's vision to value diversity in our communities, promote 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 Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly

increasing the Council's 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 Council.

### 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 Council.

### 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 Town Planning or related disciplines, Post Graduate, Masters or Diploma in Planning, RICS and / or RTPI qualifications or Chartered Engineer, Post Graduate qualification in Traffic Management or Transport Planning.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the council's full range of statutory functions as Local Highway Authority and Local Planning Authority.

### Experience

- Evidence of successfully working in a senior 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 working in at least three of the following areas is desirable: -
  - customer-facing service operations.
  - service improvement programmes.
  - planning.
  - transport.
  - regeneration.
- 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.

## 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.