

## EMPLOYMENT COMMITTEE

TUESDAY 25 AUGUST 2020

9.00 AM

VENUE: [Peterborough City Council Youtube Page](#)

### 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.

3. Assistant Director IT & Digital Services

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4. Place and Economy Directorate - Senior Management Changes

15 - 46

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Committee Members:

Councillors: J Holdich (Vice Chairman), M Jamil, Hemraj, W Fitzgerald, R Brown (Chairman), Yurgutene and Wiggin

Substitutes: Councillors: Hogg, Iqbal, Hussain and J Goodwin

Further information about this meeting can be obtained from Dan Kalley on telephone 01733 296334 or by email – [daniel.kalley@peterborough.gov.uk](mailto:daniel.kalley@peterborough.gov.uk)

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<b>EMPLOYMENT COMMITTEE</b>	<b>AGENDA ITEM No. 3</b>
<b>25 AUGUST 2020</b>	<b>PUBLIC REPORT</b>

Report of:	Sue Grace: Director Customer and Digital Services	
Cabinet Member(s) responsible:	Councillor Mohammed Farooq: Cabinet Member for Digital Services and Transformation	
Contact Officer(s):	Sue Grace, Director Digital and Customer Services	Tel. 01223 715680

**ASSISTANT DIRECTOR IT & DIGITAL SERVICES**

<b>R E C O M M E N D A T I O N S</b>
<p>It is recommended that Employment Committee:</p> <ul style="list-style-type: none"> <li>• Consider the proposed job description for Assistant Director IT &amp; Digital Services for approval, making any necessary proposals for changes and, if required, delegating authority to finally approve the job descriptions to the Director Customer &amp; Digital Services in consultation with the Chairman of Employment Committee</li> <li>• Endorse the appropriate remuneration band for the post of Assistant Director IT &amp; Digital Services.</li> </ul>

**1. ORIGIN OF REPORT**

1.1 This report arises following the success of the shared senior management arrangements to date and the benefits they deliver to both Councils. In November 2017, Peterborough City Council’s Cabinet and the General Purposes Committee of Cambridgeshire County Council requested that the Chief Executive explore delivery of further shared services and asked that this became a joint programme of work. With the introduction of the IT and Digital Strategy and formal exit of the Managed ICT Contract with Serco, planned for 1st October 2020, it is important that steps are now taken to ensure effective management is in place to support both Councils to deliver the IT Strategy.

**2. PURPOSE AND REASON FOR REPORT**

2.1 With this role being a deputy chief officer post, the purpose of this report is to provide Employment Committee with the opportunity to share views and feedback on the job description at appendix A and be satisfied that it accurately reflects the work and the standards expected of the post holder.

2.2 The Chief Executive has the delegation at 3.6.2(g) of officer delegations to approve the structure change subject to Employment Committee’s delegation at 2.3.2.5 of its terms of reference to consider and recommend actions where necessary in respect of the change.

**3. TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	
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## 4. BACKGROUND AND KEY ISSUES

- 4.1 On 15<sup>th</sup> July 2019 Peterborough City Council (PCC) approved the Joint ICT Strategy to be implemented across PCC and Cambridgeshire County Council (CCC).

The Strategy included a commitment to have a shared IT organisational structure for PCC and CCC for 2020 and beyond. This is required to bring together the skills and expertise that is currently dispersed across PCC and CCC IT services, Serco ICT services and LGSS IT services. The shared IT structure will bring all these resources together into a single coherent IT service for both councils.

Having this single shared team will help us drive forward the other aspects of the shared IT Strategy which Cabinet approved in 2019 namely:

- The move of both Councils into a shared Office 365 environment;
- The delivery of a shared IT Infrastructure;
- Converged Business Systems across both Councils to improve the efficiency and effectiveness of the work of our shared teams in areas such as People and Communities and Place and Economy;
- Having a shared digital approach for communicating with our customers that removes duplication of cost and effort;
- Sharing data more effectively to inform our decision making;

### 4.2 An IT organisational Structure for 2020 and beyond.

Work is well underway towards achieving our shared structure. This includes the formal exit from the Managed ICT Contract with Serco, with exit planned for 1<sup>st</sup> October. Alongside this, the LGSS IT service will be brought back into CCC by 1 October 2020. These two changes are key to achieving our ambition for a shared team for the two Councils.

For this shared IT service to work effectively, we need to have a single, senior lead to drive the IT service forward. This is why we are creating this new role of Assistant Director for IT and Digital Services for Peterborough and Cambridgeshire.

This new Assistant Director role will report into the Director of Customer and Digital Services for PCC and CCC, who has a wider set of responsibilities beyond the IT service. The appointee will have the appropriate level and range of IT expertise to lead this new service directing, leading and managing the delivery of the IT & Digital Service to attain high levels of customer satisfaction and to drive forward our shared strategy to deliver a cost effective IT service for Peterborough.

At present the most senior roles we have in the IT services in PCC and CCC, and soon to be transferred Serco and LGSS services, is at the Head of Service level. Each of these Head of Service roles have a considerable area of responsibility so this new Assistant Director role will provide the leadership to these Heads of Service and their respective teams.

Future changes to the shared structure are planned as we move into 2021 to ensure we have the most effective structure to deliver our plans for IT in the coming years. The new post holder will be expected to lead this re-structure in 2021 and identify further ways of sharing our IT infrastructure, business systems and digital services so that we can take out duplication and cost wherever possible. This will ensure we make the most of our resources whilst ensuring we have a continually improving IT service.

- 4.3 The new role has been evaluated in CCC however, it is aligned to other PCC and CCC - shared roles across other Directorates. The size and scale of the new shared IT service, combined with the need for a single senior lead with appropriate IT expertise, warrants having a new role at this level.

## **5. CONSULTATION**

5.1 The IT & Digital Strategy has been previously approved by Cabinet and consulted on by the following groups:

- Peterborough City Council's Corporate Management Team;
- The PCC and CCC Joint Management Team;
- Directorate Management Teams and staff teams in both councils.

## **6. RECRUITMENT PROCESS**

6.1 As this is a new post, subject to approval by Employment Committee, the next steps are for this role to be advertised internally and externally.

Given that this is a joint role, both PCC Employment Committee and CCC's Staffing and Appeals Committee have delegated powers to appoint Chief Officers and Deputy Chief Officers as enabled under the Local Authorities (Standing Orders) (England) Regulations 2001. A Joint meeting will therefore be set up and the previous tried and tested approach to recruiting shared posts will be adopted.

## **7. ANTICIPATED OUTCOMES OR IMPACT**

7.1 Anticipated outcome is for feedback to be received on the Job Description in order that a recruitment process can progress for the role of Assistant Director IT & Digital Services.

## **8. SALARY PAY BAND**

8.1 It is proposed that the post would be recruited to and employed by CCC and therefore, the role outlined in Appendix A has been evaluated using CCC's Hay grading system and the outcome is Pay Band D which is a salary band of between £85,741 to £97,192.

## **9. REASON FOR THE RECOMMENDATION**

9.1 Building a new shared IT service that brings together all the skills and expertise from across the two councils requires strong, competent and IT literate leadership. A role at this level does not currently exist in either council. The size, scale and complexity of this new IT service indicates that an Assistant Director role is a suitable role, set at the right level, to fulfil these leadership requirements.

## **10. IMPLICATIONS**

### **Financial Implications**

10.1 The costs for this role will be shared 50/50 between PCC and CCC, like other shared senior roles.

We are already working on our draft IT budget for 2021/22, ahead of the Council's formal budget planning process, and have identified areas where we can reduce costs so that this role does not create a budget pressure. We have worked with finance colleagues on these proposed cost reductions alongside working with them on the detailed costing of the new structure so we have their assurance that this role will not create a budget pressure.

### **11 Legal Implications**

11.1 The Chief Executive, as the Head of the Paid Service, has a duty under the section 4 of the Local Government and Housing Act 1989 to determine the staffing arrangements necessary to deliver the Council's functions. The Director has prepared this report to the Employment Committee setting out the staffing structure as noted at Appendix B.

12 **Human Resources Implications**

12.1 The review has been conducted in accordance with Council policies, procedures and relevant Employment legislation.

13 **Equalities Implications**

13.1 The postholder will be expected to uphold the Council's commitment to equality of opportunity and respect for diversity in how they work with Members, staff and partners and in the way they deliver IT and Digital services to residents that are accessible and inclusive.

14. **BACKGROUND DOCUMENTS**

PCC's Constitution - Executive Functions:

a) delegations section 3 clause 3.6.2g: to determine changes within the management structure where these involve substantial change to the responsibilities of first and second tier posts, having regard to the proposals of the relevant Cabinet Member for the services affected and also of the Leader of the Council;

b) delegations section 2 clause 2.3.2.5: to consider and recommend appropriate actions where necessary in response to executive proposals relating to changes within a department/division's structure which involve substantial changes in the responsibilities of first and second tier posts

15. **APPENDICES**

15.1 Appendix A – Job Description Assistant Director IT & Digital Services

15.2 Appendix B – Structure chart

**Job Description**

Job Title: Assistant Director IT & Digital Services

POSCODE: CC2314

Grade: Director D

**Overall purpose of the job**

This post will establish and lead the overall direction and management of the combined IT and Digital Service across Cambridgeshire County Council and Peterborough City Council in line with the agreed IT & Digital strategy. Working with and through the IT Heads of Service, the role will lead the teams to deliver the most cost effective and efficient IT and Digital service to support the drive to improve efficiency, reduce cost and transform services.

The post will drive transformation through IT and Digital technology within the organisations and across the public sector in the region; across people, processes and technology, with a clear understanding of what the sector in this region wants to achieve and the ability and knowledge to translate people’s opportunities, challenges and frustrations into workable, achievable initiatives.

**Core Purpose:**

- Reporting to the Director of Customer and Digital Services: Cambridgeshire County Council and Peterborough City Council, this key role will direct, lead and manage the overall service delivery of the IT & Digital Service with the objective of attaining high levels of customer satisfaction and retention.
- The role will direct, lead and manage the strategic direction of the IT & Digital Service, to support the technology and business transformation, and convergence programme of integration, consolidation and rationalisation of IT operations and service provision across the two councils into a unified, cost effective and coherent IT and Digital shared service across Cambridgeshire and Peterborough.
- The role will ensure that the IT & Digital Service utilise existing and emerging technologies to design and deliver citizen-centric services, in essence the role will help both councils to convert traditional/manual services to digital automated ones.

**Main accountabilities**

Please list the accountabilities in descending order of priority. Please include 6-9 accountabilities.

<b>Main accountabilities</b>	
1.	Direct, lead and manage the design, development and delivery of all IT and Digital Services for Cambridgeshire and Peterborough Councils.

	<p>Direct the IT &amp; Digital Service, through delegation to Heads of Service, to ensure the optimum provision of information and communications technology services for Cambridgeshire and Peterborough Councils. Lead the management and development of the IT &amp; Digital Service to ensure that all agreed objectives, priorities, and financial targets are achieved on time.</p> <p>Provide the leadership and vision to develop and drive the IT strategic roadmap and transformation aligned to the business needs of both Councils.</p>
2	<p>Directly lead and oversee the strategic direction of IT &amp; Digital services for Cambridgeshire and Peterborough Councils as well as providing strategic co-ordination and collaboration with other authorities in the region.</p> <p>Facilitate the alignment, convergence, promotion and on-going development of the shared IT Strategy working closely with relevant teams to create and deliver a roadmap and comprehensive implementation plan.</p>
3	<p>Lead the transformation and convergence programme of integration, consolidation and rationalisation of IT operations and service provisioning into a unified, cost effective and coherent IT and Digital Service across Cambridgeshire and Peterborough Councils.</p> <p>Lead Programme and Project Management in the delivery of IT change programmes which require technology and systems development and delivery to ensure that new IT systems and services are implemented without disruption to Council services.</p>
4	<p>Keep abreast of new technologies and actively maintain awareness of current and future business needs to ensure that opportunities for more innovative uses of emerging IT technologies are identified and actioned in order to achieve service improvements and improve business outcomes.</p>
5	<p>Ensure that expert advice, guidance and information is available in an intelligible and timely fashion to the Director of Customer and Digital Services, Councillors, Senior Management Teams, regulators and other stakeholders.</p>
6	<p>Ensure that the IT &amp; Digital Service as well as both Councils have the technology, data and digital skills needed to take advantage of the opportunities of the connected world, and to meet the expectations of the citizens of both authorities.</p>
7	<p>Work closely with Information Governance and actively contribute to and participate in the development and maintenance of Information Management strategies across Cambridgeshire and Peterborough Councils.</p>
8	<p>Deliver cost savings targets associated with the IT and Digital Strategy and identify and facilitate cost savings elsewhere in the two Councils that are dependent on either technical, digital or system solutions.</p>
9	<p>Demonstrate awareness/understanding of equal opportunities and other people's behavioural, physical, social and welfare needs.</p>

**Safeguarding commitment** *(Include for roles involving work with children/vulnerable adults)*

We are committed to safeguarding and promoting the welfare of children and young people/vulnerable adults. We require you to understand and demonstrate this commitment.



## Person Specification

### Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job

Qualifications Required	Subject	Essential/ Desirable
Key Skill Level 4: Bachelor's degree; HNC; HND NVQ level 4 or equivalent; including professional qualification.	Any degree level equivalent - Essential IT related subject - Desirable	Essential
Relevant professional qualification	E.g. Prince2, MSP, ITIL	Essential
Management qualification	Diploma in Management or equivalent	Desirable

Minimum levels of knowledge, skills and experience required for this job

Experience and Knowledge		
Knowledge and experience of delivering services to multiple organisations.	<p>Knowledge of the frameworks and processes required to facilitate IT service delivery within multiple organisations.</p> <p>Good understanding of strategic imperatives and a handle on technology drivers within a complex environment.</p> <p>Proven track record of delivering large scale strategic technology programmes within this type and complexity of environment.</p>	Essential
Operating at a Senior Management Level	<p>Significant post-qualification experience and knowledge gained either in the public, private or voluntary sector, including experience of operating at a senior management level.</p> <p>This will include a successful track record of managing Technical teams across multiple disciplines in a challenging financial environment</p>	Essential
Strategic Planning and Delivery	Extensive experience of strategic planning and service delivery within local or central government or private sector, with a demonstrable and proven record of achievement in same.	Essential

	<p>This will include experience of strategy development, technology roadmapping, solution architecture, analysis and interpretation of business requirements: in a multi-disciplinary and partnership environment as well as restructuring and integrating complex functions.</p> <p>Evidence of having developed new ways of thinking for a problem or situation.</p>	
Leadership & Management	<p>Evidence of highly visible leadership style with successful outcomes for staff and the organisation.</p> <p>Demonstrate a track record of managing geographically diverse and disparate teams, both internal and external to deliver consistent high-quality services.</p>	Essential
Stakeholder Management	<p>Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders at the highest level of the organisation, developing a positive personal and organisational profile and building partnerships.</p> <p>Experience of developing strong and effective relationships across and outside of the organisation.</p>	Essential
Innovation	<p>Experience in challenging conventional wisdom and introducing new approaches to solve problems or improve the way service is delivered.</p>	Essential
Budget Management	<p>Demonstrable achievement in successfully managing budgets preferably in local government.</p>	Essential
Service Delivery	<p>Knowledge and experience of leading and managing IT services</p>	Essential
Local Government	<p>In depth understanding of the decision making and governance arrangements within local authorities.</p>	Essential
Working with Members	<p>Experience and understanding of, and sensitivity to working with Members.</p>	Essential
Public Sector	<p>Established profile within the public sector with a reputation for leadership in the sector.</p>	Desirable

Skills		
Strategic Thinking	Clarity of thought, the ability to think strategically and translate concepts and ideas into meaningful plans and actions.	Essential
Creative Thinking	Ability to think creatively, offering original solutions outside of conventional expectations.	Essential
Communication	Excellent communication skills, verbal, written and listening and the ability to adapt personal style to meet the needs of a range of audiences.	Essential
Influencing Outcomes	<p>Ability to engage successfully with senior stakeholders to achieve desired outcomes.</p> <p>Able to demonstrate awareness of business and organisational sensitivities and reflect this in approaches to resolving issues and problem solving.</p>	Essential
Resilience	<p>Strong self-belief, confident in explaining decisions whilst overcoming barriers to implementation.</p> <p>Demonstrable evidence of the resilience needed to meet the demands of complex, changing, political &amp; economic environment</p>	Essential
Management skills	<p>Ability to think and plan strategically</p> <p>Ability to set and deliver realistic objectives</p> <p>Ability to initiate and effectively manage change</p> <p>Ability to lead and inspire teams of people whilst holding them accountable in terms of delivery</p> <p>Ability to prioritise the use of resources - human, physical, time - to achieve objectives</p>	Essential
Risk & Uncertainty	<p>Ability to adapt quickly to changing priorities and situations.</p> <p>Ability to identify, assess and manage risks and uncertainties, affected by internal and external events, scenarios and risks that could impede both</p>	Essential

	Councils ability to achieve their strategic objectives.	
Innovation	Ability to innovate within sphere of influence to change others' behaviours and the use of resources for the better.	Essential
Respect	Ability to identify areas for development in meeting all customers' and colleagues' expectations.	Essential
Collaborative Working	Ability to work collaboratively across both organisations and with partners to promote and deliver the interests of both Councils.	Essential
Engaging Others	Ability to convey a shared sense of purpose and direction, enabling staff and others to engage with, understand and contribute to the successful delivery of the objectives of both Councils.	Essential

<b>Equal opportunities</b>	Ability to demonstrate awareness/understanding of equal opportunities and other people's behaviour, physical, social and welfare needs	Essential
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**Disclosure level**

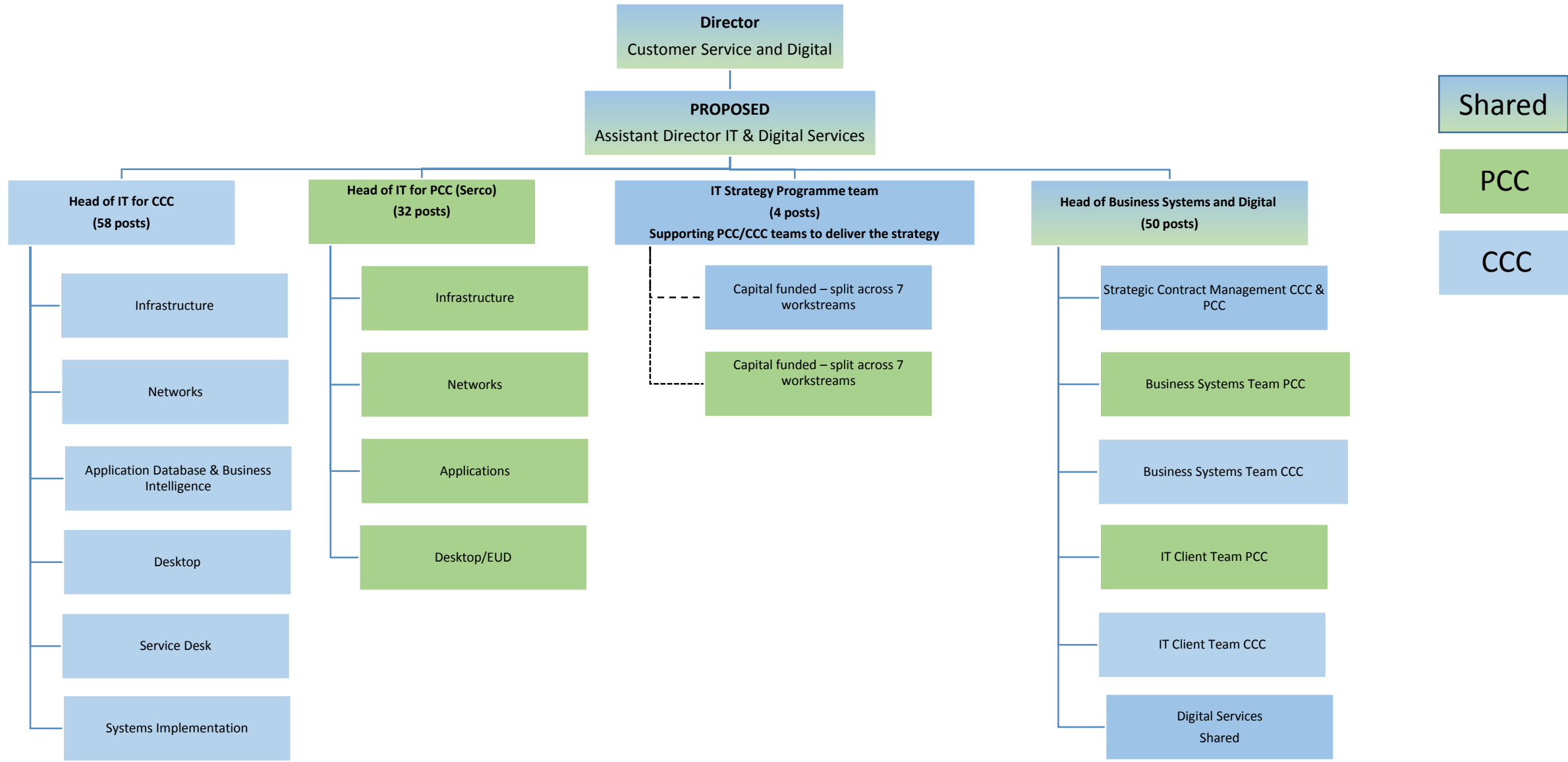
What disclosure level is required for this post?	None x	Standard
	Enhanced	Enhanced with barred list checks

**Work type**

What work type does this role fit into? (tick one box that reflects the main work type, the default workers type is flexible)	Fixed	Flexible x	Field	Home
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# High-level IT Structure – phase 1 (October 2020)

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<b>EMPLOYMENT COMMITTEE</b>	<b>AGENDA ITEM No. 4</b>
<b>25 AUGUST 2020</b>	<b>PUBLIC REPORT</b>

Report of:	Steve Cox, Executive Director; Place & Economy, Cambridgeshire and Peterborough	
Cabinet Member(s) responsible:	Councillor Peter Hiller cabinet member Councillor Steve Allen cabinet member	
Contact Officer(s):	Steve Cox, Executive Director; Place & Economy, Peterborough & Cambridgeshire	Tel. 01733 453492

**PLACE AND ECONOMY DIRECTORATE – SENIOR MANAGEMENT CHANGES**

R E C O M M E N D A T I O N S	
<b>FROM: Director Place and Economy</b>	<b>Deadline date: N/A</b>
<p>It is recommended that Employment Committee:</p> <ol style="list-style-type: none"> <li>1. consider and agree to the new senior management structure in Place &amp; Economy (Appendix A) and the creation of the following new deputy chief officer posts: <ul style="list-style-type: none"> <li>• Shared Assistant Director Growth and Regeneration (shared role with Cambridgeshire County Council (CCC))</li> <li>• Assistant Director Housing (100% Peterborough City Council (PCC))</li> </ul> </li> <li>2. consider the proposed job descriptions for approval, making any necessary proposals for changes and, if required, delegating authority to finally approve the job descriptions to the Executive Director Place and Economy in consultation with the Chairman of Employment Committee.</li> <li>3. approve that the tried and tested joint appointment process be followed for recruiting to the new Shared Assistant Director role for Growth and Regeneration.</li> <li>4. approve the remuneration band for the shared Assistant Director Growth &amp; Regeneration &amp; Assistant Director Housing</li> </ol>	

**1. ORIGIN OF REPORT**

- 1.1 This report arises following the success of the shared senior management arrangements to date and the benefits they delivered to both Councils. In November 2017, PCC’s Cabinet and the General Purposes Committee of CCC requested that the Chief Executive explore delivery of further shared services and asked that this became a joint programme of work. A joint leadership team capable of leading and developing the shared approach to a sustainable, effective Local Government for PCC and CCC is therefore being proposed.
- 1.2 This report arises following the appointment of the Executive Director; Place & Economy, PCC and CCC in 2019. Since appointment, consideration has been given to the management structure that sits below this post whilst exploring opportunities to further build on the success of the shared senior management arrangements in place with CCC.

## 2. PURPOSE AND REASON FOR REPORT

- 2.1 With these roles being deputy chief officer posts, the purpose of this report is to provide Employment Committee with the opportunity to share views and feedback on the proposed senior management structure at Appendix A and the job descriptions at Appendix B and C and be satisfied that they accurately reflect the work and the standards expected of the post holders.
- 2.2 The Chief Executive has the delegation at 3.6.2(g) of officer delegations to approve the structure change subject to Employment Committee's delegation at 2.3.2.5 of its terms of reference to consider and recommend actions where necessary in respect of the change.

## 3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	
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## 4. BACKGROUND AND KEY ISSUES

- 4.1 For a number of years PCC and CCC have implemented an ambitious programme of transformation, with a determination to improve lives for local people despite an increasingly challenging financial context. Building a whole system approach around shared priorities, Community outcomes and cost efficiencies is a crucial part of the programme and requires a greater degree of collaboration between local public services, their partners and providers and with the public than has ever previously been experienced in Local Government.

As part of this new model of Local Government, PCC and CCC have come together with the support of their Members to explore the merits of shared and integrated services, looking at how we might further develop our close working relationship to reduce cost to serve, avoid duplication and ensure that we put outcomes for people at the heart of our service delivery. This approach is not new, over the last few years both Councils have taken advantage of opportunities for shared services as they arose with several senior management positions now shared across both Councils. In Place and Economy the shared Executive Director was appointed in June 2019, and the shared Service Director for Highways and Transport in August 2019.

The principles that underpin the Place & Economy management approach is to have strong strategic subject expertise in key areas of responsibility across both Councils. Where the Place & Economy functions in both Councils coincide, the opportunity to put in place joint senior management will be explored and taken forward, such as in Highways and Transport. Shared leadership builds up expertise and resilience in services and enables more effective and streamlined interface with key partners common to both Councils, such as Cambridgeshire and Peterborough Combined Authority (CPCA); Highways England; and others working across Cambridgeshire and Peterborough. It also supports joint working with other PCC/CCC Directorates that are already shared.

Strategic leadership of PCC's housing function, through the work of an Interim Director over the last 6 months, has already delivered considerable improvements to service performance, better outcomes for residents, and significant savings for the Council. This includes savings of £1.5m in bed & breakfast costs, significant reduction in the backlog of housing applications, and a clear strategic direction to ensure demand for temporary and affordable accommodation is matched with supply. Appointing a permanent Assistant Director for Housing will ensure we build upon this success and save on the additional interim costs currently being incurred.

## 5. PROPOSALS



## 5.1 Place and Economy Senior Management Structure

After two rounds of recruitment, including first stage interviews, it has not been possible to recruit to the Service Director for Growth and Development which was identified in Gillian's senior leadership review at the end of 2018. Through the review of services undertaken as part of our Lean Operating Model work in Peterborough and a review of priority service areas in CCC, the current structure of leadership is proposed.

The Highways and Transport side is well established with a Service Director in post working with teams in both Councils. The remaining functions, many of which are distinct and not common to both Councils (including Housing; Local Planning; and Environmental Services) are shaped to be led by senior managers with very important but narrower spheres of responsibility, at Assistant Director or Head of Service level. Each post has responsibilities that are typically either a combination of significant technical sector specialism; major budget and contract management responsibility; important strategic leadership and project delivery functions; or key statutory functions to manage.

The number of direct reports to the Executive Director remains high across both Councils but is considered manageable given the specialist nature of some direct reports. The structure is being kept under review. The rationale for the new posts is explained below and job descriptions are attached as Appendix B & C.

## 5.2 The drivers for this change are:

- To introduce senior level economic development expertise into both Councils to support and drive a sustainable economic recovery post Covid
- To fill the senior resource gaps created by not being able to appoint to the Strategic Director for Growth and Development after two unsuccessful attempts in 2019 and early 2020
- The transfer of the PCC housing function from People & Communities to Place & Economy in January 2020
- To support and drive forward economic recovery across the County and the delivery of major regeneration schemes in Peterborough.
- To bring to an end the interim arrangements that are in place for regeneration and housing in PCC

## 5.3 **Shared Assistant Director Growth and Regeneration**

Economic recovery post Covid-19 is a major priority for both Councils and comes on top of initiatives already in place to support, lead and enable economic growth and regeneration. This is important in Peterborough where PCC's specific responsibilities for planning, housing and regeneration require senior leadership. With the land use policy context for major growth established through the Local Plan and the ambition set through the Investment Framework there is a range of major schemes that require expert, senior leadership to facilitate delivery, including the Station Quarter, University, and North Westgate. In addition, the anticipated £25m funding from the New Towns Fund and joint working with CPCA, the Peterborough Investment Partnership and a range of developers also underlines the scale of ambition and work in this area. The postholder will also support Westcombe Engineering, the PCC owned manufacturing business.

In CCC the post Covid-19 recovery is of equal importance and CCC requires the expertise to help drive through support for economic growth through its various service responsibilities. This

position will act as the champion for growth, supporting the Growth and Development team and other teams across the Council in responding to major planning applications and in supporting CCC's own development initiatives, including environmental projects, that will drive a sustainable economic recovery. Enabling growth across the County will also require close working with the CPCA, GCP and District Councils to help shape and deliver a range of skills, business support and inward investment initiatives and ensure the Council maximises income from funding opportunities. The postholder will also support CCC's work across the Oxford to Cambridge Arc, London-Stansted-Cambridge corridor and other strategic partnerships beyond the County boundary.

#### 5.4 **Assistant Director, Housing (100% PCC)**

The success in having strategic leadership of the Housing function has been demonstrated by the delivery of over £1.5m of savings in the housing needs service. That has been achieved through the work of the housing team led by an Interim Housing Director, reporting to the Executive Director of Place and Economy. It is proposed now to permanently recruit to an Assistant Director Housing position to ensure we lock in the vision and exceptional strategic leadership this important service requires. The post holder will have demonstrable experience of delivering high performing services across all aspects of Housing, including housing management, housing needs and new development.

The Assistant Director, Housing will be responsible for the development, implementation and review of all Housing strategies, Business Plans and Programmes. The strong strategic leadership will be required to continue the growth of the service by consolidating the huge change already achieved, developing service areas to build up expertise and self-sufficiency, to improve and increase the Council's housing supply, including through the establishment of a Housing Revenue Account, and to ensure the housing team is an active and supportive part of the Peterborough Hub, and the Think Communities approach.

The role will provide the leadership to inspire colleagues, partner agencies, including Medesham Homes, and Registered Providers to help deliver the Council's ambitious corporate and housing plans, which include building new mixed tenure communities, being an exemplar in tackling rough sleeping and making Peterborough a Thinking Community.

PCC is focused on delivering the best possible housing outcomes for residents across the City. Peterborough has established multiple sub-regional collaborations and has a strong working relationship with MHCLG. The post-holder will have the strategic and leadership experience of establishing and leading sub-regional forums and forging positive relations at a national and local level.

#### 5.5 A summary of the changes is noted below.

Role to be deleted	Shared Service Director, Growth & Development	CCC/PCC <i>(vacant - unable to appointed to)</i>
New role created	Shared Assistant Director Growth & Regeneration	PCC & CCC
New role created	Assistant Director Housing	PCC

## **6. CONSULTATION**

- 6.1 Consultation on the proposed structure changes has taken place with:
- PCC and CCC's Joint Management team
  - Directorate Management Teams in both councils.

## **7. RECRUITMENT PROCESS**

- 7.1 Subject to approval by Employment Committee the next steps are for these roles to be advertised internally and externally. Given that one of these posts is a joint role, both PCC Employment Committee and CCC's Staffing and Appeals Committee have delegated powers to appoint Chief Officers and Deputy Chief Officers as enabled under the Local Authorities (Standing Orders) (England) Regulations 2001. A Joint meeting will therefore be set up and the previous tried and tested approach to recruiting shared posts will be adopted.

Appointment to the post of Assistant Director, Housing will be by PCC's Employment Committee only.

## **8. ANTICIPATED OUTCOMES**

- 8.1 Anticipated outcome is for feedback to be received on the creation of the new deputy chief officer posts and job description in order that a recruitment process can progress.

## **9. SALARY PAY BAND**

- 9.1 To ensure the senior management team is representative of both authorities, it is proposed that the posts are appointment to as followed:

The Shared Assistant Director Growth and Regeneration post will be a PCC appointment. The outcome of the evaluation is senior manager pay band 5 which is a salary band of between £79,834 and £97,575 under the 19/20 pay scales.

The Assistant Director Housing job description is a PCC role only. The outcome of the evaluation is senior manager pay band 5 which is a salary band of between £79,834 and £97,575 under the 19/20 pay scales (less on costs).

## **10. REASON FOR THE RECOMMENDATION**

- 10.1 The new management structure builds on the success of the shared senior management arrangements already in place with CCC and brings together the expertise required to enable the authority to improve the lives of local people despite an increasingly challenging financial context. Strategic leadership of PCC's housing function, through the work of an Interim Director, has already delivered considerable improvements to service performance, better outcomes for residents, and significant savings for the Council. The size, scale and complexity of these roles indicates that Assistant Director roles are suitable roles, set at the right level, to fulfil these leadership requirements.

## **11. IMPLICATIONS**

### **Financial Implications**

- 11.1 **Assistant Director - Growth & Regeneration**

The costs of this post, including on costs, will be maximum of £126.8k pa, split 50:50 between both Councils; PCC share being between £51.8k and £63.4k. It will be funded from the budget originally allocated for the Service Director for Growth and Development which we have not been able to appoint to, therefore creating a saving of between £8.6k and £20.2k depending on scale point. The functions are currently being delivered in PCC by an Interim Development Director, the permanent appointment will represent a further saving on these costs to PCC.

### **Assistant Director – Housing**

The role is currently being filled through an interim resource. In addition to savings already achieved, there are further plans in place to drive out further savings and secure income by the introduction of the Council's own rent collection and housing management function. This business case has been tested and approved through the Council's budget review process. It is also the intention to establish a Housing Revenue Account. This will provide further opportunity for the general fund revenue costs of the role to be reduced.

With regards to the forecast annual savings and income, the business case described above will yield c340k per annum of savings before the Assistant Director Housing costs are taken into account.

The costs for the Assistant Director - Housing will be a maximum of £126.8k including on costs. There will be a cost in 2020/21 as it will take time for the business case to be implemented. This is reflected in budget monitoring as currently the requirements of this new post are being fulfilled by interim resource.

### **Legal Implications**

- 11.2 The Chief Executive, as the Head of Paid Service, has a duty under the section 4 of the Local Government and Housing Act 1989 to determine the staffing arrangements necessary to deliver the Council's functions.

### **Human Resources**

- 11.3 The review has been conducted in accordance with Council policies and relevant Employment legislation.

### **Equalities**

- 11.4 The post holders will be expected to uphold the Council's commitment to equality of opportunity and respect for diversity in how they work with Members, staff and partners and in the way they deliver services to residents that are accessible and inclusive.

## **12. BACKGROUND DOCUMENTS**

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

- 12.1 PCC's Constitution - Executive Functions

a) delegations section 3 clause 3.6.2g: to determine changes within the management structure where these involve substantial change to the responsibilities of first and second tier posts, having regard to the proposals of the relevant Cabinet Member for the services affected and also of the Leader of the Council;

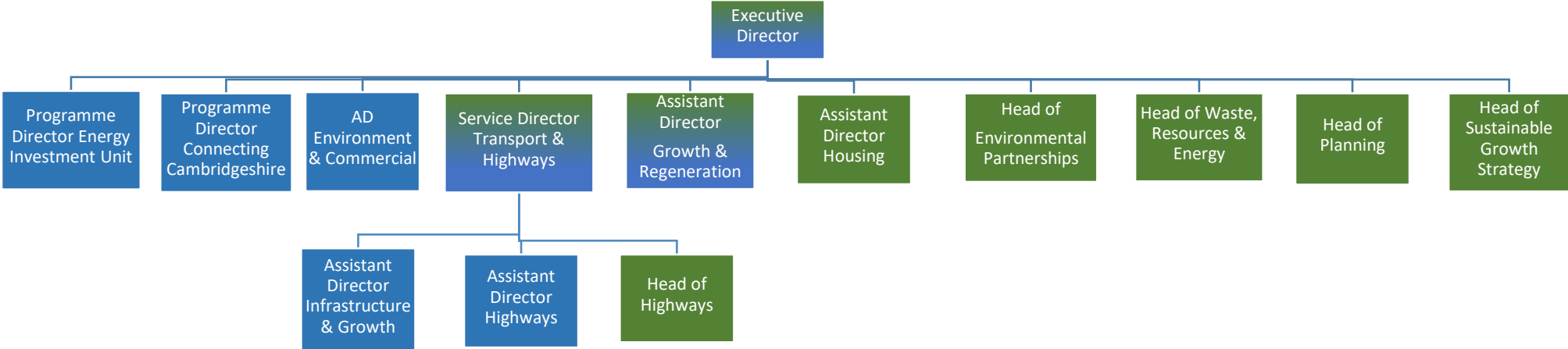
b) delegations section 2 clause 2.3.2.5: to consider and recommend appropriate actions where necessary in response to executive proposals relating to changes within a department/division's structure which involve substantial changes in the responsibilities of first and second tier posts

**13. APPENDICES**

- 13.1 Appendix A - Senior management structure in Place & Economy
- Appendix B - Job description Growth & Regeneration
- Appendix C - Job Description Housing

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# Place & Economy Management Team for CCC and PCC



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**Key**

- CCC/PCC Shared Service
- CCC Service
- PCC Service

\*Acting up in interim role

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## Appendix B

### JOB DESCRIPTION FORM

**Job Title:** Assistant Director – Growth and Regeneration

**Job Holder:** n/a

**Reports to:  
(Name & Title)** Executive Director of Place & Economy – Steve Cox

#### 1. Job Purpose:

To lead sustainable economic growth across Cambridgeshire and Peterborough, by directly, delivering major regeneration projects, setting out strategies for growth, influencing the policies and decisions of Council teams and partners, and securing the necessary resources. To lead and be accountable for the commissioning and delivery of a range of services and projects across Cambridgeshire and Peterborough, including:

- Economic growth and infrastructure investment
- Leadership and delivery of regeneration and growth strategies
- Delivery of major regeneration projects
- Leadership of sustainable economic growth, working with Council teams and key partners
- The management of council staff and commissioning of contracts, services and projects
- To integrate service delivery and client management where appropriate across Cambridgeshire and Peterborough

To be responsible for commissioning and leading service areas in developing, negotiating and performance managing staff internal and external service providers, 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, Greater Cambridge Partnership, Opportunity Peterborough, local Business Improvement Districts, 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:**

Financial impacts of the role

Financial measure (e.g. income, expenditure, capital budget)	Amount (£)	Role (Direct control, joint control, advisory/influencing role)
Capital Budgets	Up to £10m	Direct Control
Income to support growth	£20 - £40m	Direct Control

Statistical Information

There is a development pipeline of over £500m in regeneration across Peterborough being delivered by public and private sector partners.

### 3. Organisation:

This position will be a joint role working across both Cambridgeshire County Council and Peterborough City Council. It is a new position reporting directly to the Executive Director Place and Economy.

There is a small regeneration team at PCC that this post is responsible for. Delivery will depend upon strong partnership working with developers and investors, funding agencies and other Council and public sector partners. At CCC the postholder will not manage a team but will be responsible for working across Council departments setting the strategic direction for growth, supporting the delivery of capital growth projects and working with planning teams to secure the best economic outcomes from major new development.

### 4. Principal Accountabilities / Responsibilities:

1.	Act as the service lead on all economic growth and regeneration service areas delivering innovative and high-quality services.
2.	To ensure services across both councils 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
3.	Support the Executive Director Place and Economy to lead the economic growth agenda by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
4.	Ensure the delivery of the councils' capital regeneration programme, in particular, major flagship schemes in Peterborough including the new University, the Station Quarter and other city centre projects.
5.	To lead PCC's management and delivery of the New Towns Fund, expected to be up to £25m in total, as set out in the Town Investment Plan and lead the work of the Towns Fund Board in managing programme delivery.
6.	Lead the Peterborough regeneration team within the Place & Economy Directorate and associated contracts, supporting it effectively to manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.

7.	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.
8.	To provide strategic leadership in working with key partners on economic growth strategies and delivery across the sub region including the Cambridgeshire and Peterborough Combined Authority, Opportunity Peterborough, and Greater Cambridge Partnership.
9.	To provide growth leadership for the County Council in supporting and advising other Place & Economy, and wider Council teams, to help deliver sustainable economic growth.
10.	Lead and represent the Councils are required on wider regional economic partnerships, including the Oxford to Cambridge Arc, London Stansted Cambridge Corridor and the Growth Cities.
11	To oversee the delivery of the Peterborough Integrated Renewables Infrastructure (PIRI) project working with Government and partners across the energy sector.
12	Promote managerial responsibility for cross-organisational team working, and to manage boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner;
13	To build trust and confidence with elected Members at the two councils as well as district, parish and town councils and to deliver relevant and best professional advice, guidance and information to these bodies in an intelligible and timely fashion.
14	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.
15	To ensure that the area continues to attract the resources need to enable growth through extensive partnership working and building effective relationship, within both Councils and across broader strategic partnerships
16	To take direct responsibility for a budget across both authorities and, as such, ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the councils and to ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
17	To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
18	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 develop strong and effective relationships with partner organisations, the businesses community and contractors.
19	To monitor the performance of all managed and contracted services and to lead corrective action where performance falls short of policy objectives ensuring that effective risk management arrangements are in place, to minimise the councils' exposure to risk and uncertainty.
20	To provide strong and credible commercial acumen to both Councils in order to drive the delivery of regeneration and related projects to the benefit of both Councils and the communities they represent.
21	To maximise opportunities for attracting funding from external agencies, both public and private sector, to deliver infrastructure and projects that will drive sustainable economic growth, including the Towns Fund in Peterborough, and government supported programmes associated with economic recovery from COVID.
22	To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be assigned by the Executive Director.
23	To demonstrate awareness/understanding of equal opportunities and other people's behavioural, physical, social and welfare needs.
24	To oversee and support Westcombe Engineering, the Council owned manufacturing business in Peterborough

## 5. Job Knowledge, Skills & Experience

### Knowledge:

- Have a degree or equivalent professional qualification, preferably in a relevant discipline
- Knowledge of managing significant revenue and capital budgets (£1m+)
- Knowledge of all relevant legislation and experience of interpreting and operationalising new regulations
- Knowledge of council governance and operating requirements including corporate decision-making mechanisms and procurement policies
- A relevant management or professional qualification and membership of a professional body are desirable, such as RICS or RTPI.

### Experience:

- The experience and confidence to question and challenge conventional thinking, with a continual eye on innovation and new ways to improve delivery and outcomes
- Significant experience and a proven track record of achievement in leading and managing regeneration and growth focused services and activities
- Experience of work successfully with elected members, partners agencies, sub-regional partners and developers
- Experience of delivering major regeneration projects and programmes, including mixed use, housing and commercial schemes.
- Experience of working successfully with elected Members and navigating a complex political landscape at a local, sub-regional level and national level
- Some experience of working in strategic economic partnerships that cut across local authority boundaries
- Experience of preparing and driving forward economic development and/or growth strategies, working in collaboration and partnership with communities, investors and developers
- Strong capital project delivery experience, with demonstrable examples of schemes on the ground

### Skills:

- Exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others
- The commercial confidence and financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation
- Political astuteness and the ability to build high levels of credibility and impact at a local, sub-regional and national level

- A demonstrably high level of innovation and creativity
- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success
- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes
- A strong commitment to service excellence, customer care and continuous improvement
- Ability to nurture an innovation culture challenging the status quo and providing scope for staff to experiment with new or innovative solutions
- Skills to work in a collaborative and persuasive way to ensure other Council teams and partners are supporting the delivery of growth and regeneration priorities.

## 6. Job Context:

- To maximise opportunities for income generation and commercialisation to ensure that service delivery is maintained and provides sustained income for the councils.
- To support the economic recovery from COVID 19 across both Councils, working in partnership with the Combined Authority, Opportunity Peterborough and the Greater Cambridge Partnership
- Maintaining and improving service delivery in a period of significant austerity with fewer financial resource and an increasing cost base. This 'more for less' approach will demand the development of innovative new ways of working, commissioning and organisational redesign
- The postholder will be required to work within a complex and challenging environment where they will have an impact on the reputation of the councils and the area
- 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
- To make recommendations to the Executive Director to help shape the councils' objectives and ensure that a diverse range of services are suitably tailored to meet the needs of residents, investors and visitors

## 7. Job Challenges:

To deliver major complex regeneration projects by securing public funding from various sources, by working with commercial partners to get the best deal for the City and the Council, and ensure the

support of councillors and residents. The postholder will need to demonstrate creativity and innovation in finding solutions.

Public sector structures in Cambridgeshire are relatively new. However, the area has been successful in securing Growth Deal and Combined Authority funding. The structures have led to some complexity in governance and decision making. The postholder will have to demonstrate political awareness, diplomacy and the drive and determination to deliver.



**8. Key Relationships:**

<b>Contact</b>	<b>Nature of interpersonal skills used</b>
Internal Members	Regular contact with Members via phone, e-mails and in person across both authorities. 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 (Service Director)	1:1 meeting monthly. Regular e-mail, telephone and personal contact and ad hoc meetings as required
Direct reports	1:1 meeting monthly. Management team meeting monthly. Regular e-mail, telephone and personal contact and ad hoc meetings as required
Wider P&E	Regular contact with Directors and wider SMT, ensuring that cross service plans contribute to the overall vision and objectives of the councils.
External Other contacts	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.  Regular presentations to a variety of groups and organisations.

**9. Key Relationships Decision Making Authority:**

At what point does the post holder escalate a problem to a more senior employee?

Where there is a financial, reputational or business continuity risk.

**10. Additional Information:**

The demands of this post are such that it may be necessary for you to work longer hours, and on occasions at weekends without extra pay. This may include the period between the Christmas and New Year bank holidays.

Forward planning will be months to years with a contribution to longer term development of the two local authority areas working closely with the Combined Authority and Greater Cambridge Partnership. Projects in Peterborough include the Station Quarter regeneration, a new University in Peterborough, and delivery of the Towns Fund Investment Plan; Across Cambridgeshire it will be to lead delivery of sustainable economic growth across the County supporting and enabling Council teams, partners and businesses to deliver projects and policies and secure the necessary funding.

**SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



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**JOB DESCRIPTION FORM**


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**Job Title:** Assistant Director of Housing

**Job Holder:**

**Reports to:** Executive Director; Place and Economy - Steve Cox  
**(Name & Title)**

**1. Job Purpose:**

Reporting to the Executive Director of Place and Economy, this role will provide vision and exceptional strategic leadership. They will have demonstrable experience of delivering high performing services across all aspects of the Housing including housing management, housing needs and development.

The Assistant Director of Housing is responsible for the development, implementation and review of all Housing strategies, Business Plans and Programmes.

The role will provide the leadership to inspire colleagues, partner agencies and RP's to deliver the Council's ambitious corporate and housing plans, which include the re-establishment of a Housing Revenue Account, building new mixed tenure communities, being an exemplar in tackling rough sleeping and making Peterborough a Thinking Community.

The Council is focused on delivering the best possible outcomes for the City and Sub-Region. Peterborough has established multiple sub-regional collaborations and have a strong working relationship with the MHCLG. The post-holder will have the strategic and leadership experience of establishing and leading sub-regional forums and forging positive relations at a national level.

**2. Dimensions:**

The Assistant Director of Housing is responsible for:

- Ensuring all statutory responsibilities relating to housing are effectively discharged
- Providing expert advice and strategic direction to Members and Executive Directors
- Leading the development and delivery of Peterborough City Council's Housing Strategies and Business Plan supporting the delivery of improved outcomes for those in housing need including the City's most vulnerable residents

- Coordinating the council's engagement with all multi-agency, sub-regional and national partnerships for meeting housing needs, housing management, tenancy engagement and housing development
- Managing all operational services ensuring best value and meeting all key performance indicators
- Managing general fund, capital and housing revenue account budgets
- Realising the council's ambition to nurture thriving and prosperous, mixed tenure communities

### 3. Organisation:

Work is ongoing to review the structure chart of the Housing team to reflect the business cases as set out in this report

### 4. Principal Accountabilities / Responsibilities:

#### Leadership

- As a member of the Senior Management Team, to play a key role in the collective leadership of the Place and Economy Service, providing the reliable leadership needed to create the conditions for success and working across organisational boundaries
- Provide inspirational and innovative leadership to the Housing Service, ensuring best value and a high-performance, customer focused culture
- Facilitate continual improvement and innovation, nurturing an environment that encourages smart collaborative working that supports our Thinking Communities agenda
- Work with colleagues to develop a compelling vision for the service in line with corporate strategy and influences and motivates others to achieve this

### **Strategic Commissioning and Performance Management**

- Develop commissioning strategies for services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks
- Interpret internal and external data and intelligence in order to continually adapt and improve the service in line with demand
- Manage service performance, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual customer focused improvement
- Ensure the best value is made of the Council's resources to secure the best outcomes for residents within the resources available
- Ensure fiscally prudent financial management and achieve balanced budgets, income and savings targets, and compliance with the Council's Financial Regulations and Standing Orders
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council
- Embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement
- Provide leadership to the improvement of corporate and service performance by ensuring resources are targeted on the Council's priorities and meeting customer needs

### **Customer Engagement and Multi-Agency Working**

- Inspire strong working partnerships across the public, RP, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way
- Nurture and maintain strong collaborations at a sub-regional and national level to support best value, innovation and improved outcomes
- Promote community cohesion and Peterborough's commitment to valuing diversity and promoting social inclusion
- Is the strategic point of contact for ward councillors, working in partnership with Members to improve and develop engagement with residents, helping councillors navigate the organisation and signposting them to the right place to resolve issues

### **Digital Innovation and Business Improvement**

- Continually look for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible
- Champions the use of new technologies to make Peterborough a thriving Thinking Community

### **Operational Management**

- Manage the Housing Needs service to prevent homelessness across the City in accordance with national legislation, policy and initiatives
- Develop a HRA Business Plan which supports delivery of mixed tenure and affordable housing for the Council
- Develop asset management strategies which take the best care of any existing housing stock and enables new homes to come online through seamless systems and processes
- Lead on partnership working with developers, Registered Providers and other property professionals to ensure swift development of sites meeting the strategic needs of the City
- Establish meaningful engagement with resident groups and support for community development
- Maintain excellent working partnerships with Registered Providers and community led housing groups
- Encourage a learning organisation with continually improving levels of knowledge and understanding, through training and staff development, including Annual Development Reviews, 1:1s and team meetings
- Ensure issues relating to equity, equality diversity and inclusion are reflected in all aspects of strategic planning, policymaking, operational delivery and customer service

## 5. Job Knowledge, Skills & Experience

### Skills:

- Exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others
- The commercial confidence and financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation
- Political astuteness and the ability to build high levels of credibility and impact at a local, sub-regional and national level
- A demonstrably high level of innovation and creativity
- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success
- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes
- A strong commitment to service excellence, customer care and continuous improvement
- Ability to nurture an innovation culture challenging the status quo and providing scope for staff to experiment with new or innovative solutions



**Experience:**

- The experience and confidence to question and challenge conventional thinking, with a continual eye on innovation and new ways to improve the customer journey and outcomes
- Significant experience and a proven track record of achievement in leading and managing Housing-focused services and activities
- Experience of work successfully with elected members, partners agencies, sub-regional partners and registered providers
- Experience of all aspects of housing management including rent and tenancy management, tenancy engagement and R&M
- Experience of managing housing needs services including homelessness, temporary accommodation and allocations
- Demonstrable experience and a proven track record in the following:
  - Leading the successful delivery of value driven and customer focused services
  - Leading a medium to large social housing operation at a senior level
  - Developing effective strategic approaches to social housing challenges
  - Commissioning and contracting new partnerships that meet the organisation's strategic and operational requirements
  - Experience of multi-tenure management
  - Effective collaboration with residents and the wider community to achieve better outcomes
  - Leading teams to successful business outcomes
- Experience of working successfully with elected Members and navigating a complex political landscape at a sub-regional level and national level

**Knowledge:**

- Have a degree or equivalent professional qualification, preferably in a relevant discipline
- Knowledge of managing significant revenue and capital budgets (£1m+)
- Knowledge of all relevant legislation and experience of interpreting and operationalising new regulations
- Knowledge of council governance and operating requirements including corporate decision-making mechanisms and procurement policies

**6 Job Context:**

### **Operating Context**

The Council is embarking on an ambitious journey towards re-establishing a Housing Revenue Account and developing new multi-tenure communities, including council homes. This role is responsible for the successful realisation of that ambition; establishing and maintaining thriving communities in Peterborough.

The role is about the strategic management and leadership of a complex range of issues and services across a broad partnership arena. This includes through direct delivery, but also through negotiated arrangements and formal partnerships with external providers. The role will require an innovative approach to identifying opportunities and delivering the service in an efficient and effective way, in the context of a local and national picture of increasing demand.

### **Environment**

The role operates in a complex political and stakeholder environment which demands strong operational relationship management skills. It operates with Members at all levels, and regularly interacts with MHCLG, businesses, developers and investors, senior Council managers, neighbourhood councils, voluntary and community groups, interest groups, and senior managers and leaders across the public and voluntary sectors in Peterborough and the sub-region, including an increasing role across Cambridgeshire.

### **Framework**

The role includes management of the statutory roles of the Council as the Local Housing Authority. This operates within a framework of primary legislation but is also subject to policy guidance which has to be interpreted and applied at the local level to ensure that the Council's corporate objectives are met. The role involves responding to changes in national policy and legislation to adapt service delivery, particularly Government's localism agenda which is predicated on local decision making without extensive national regulation. The role also necessitates interpretation of health and safety legislation and contract and financial management regulations to shape service delivery.

### **7. Job Challenges:**

- Establishment of a Housing Revenue Account and development of a Housing Business Plan leading to the Council developing new council homes as part of mixed tenure communities
- Maintaining recent improvements in housing needs management temporary accommodation usage and in particular not returning to the day-to-day use of B&B
- Delivering current projects and programmes including:

- Improved customer journey
- New Allocation Policy
- Establishing a new rents team
- Establishing a new housing management service
- Implementation of a new housing and asset management system

## 8 Key Relationships:

It is of critical importance that Members have confidence in the team reporting to the Executive Director. This requires regular meetings with key Cabinet Members and others to ensure the priorities of the Place and Economy Directorate reflect those of the Council and of the Councillors.

### Line manager:

- 1:1 meetings x1 per month
- Directorate management team meeting x1 per month
- Regular ad-hoc personal contact during the week
- e-mail contact

### Direct reports:

- 1:1 meetings x1 per month
- Management team meeting every x1 per month
- Regular e-mail, telephone and personal contact

### Other contacts:

- Regular contact with staff across the service areas managed
- Monthly all staff meeting
- Regular meetings with housing providers, community groups, customer forums etc
- High level engagement and negotiation with key stakeholders in the city and across Cambridgeshire
- Regular correspondence with Members of Parliament
- Regular presentations to a variety of groups and organisations
- Regional and national professional partnerships
- Regular contact with elected Members(particularly portfolio holders), Adults and Communities Committee and Cabinet on a variety of issues

## 9. Key Relationships Decision Making Authority:

Extensive and significant decision-making authority at a strategic and operational level  
Many aspects of the role are autonomous (within statutory and policy constraints), for example supporting the Executive Director with the delivery of the corporate requirements in relation to homelessness and wider housing strategy, both within Peterborough but influencing across Cambridgeshire and representing our interests nationally.

#### 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.

The demands of this post are such that it may be necessary for you to work longer hours, and on occasions at weekends without extra pay. This may include the period between the Christmas and New Year bank holidays.

##### **SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



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