

JOB DESCRIPTION

Job Title: Executive Director of Place and Economy

Reports to: Matt Gladstone, Chief Executive

1. Job Purpose:

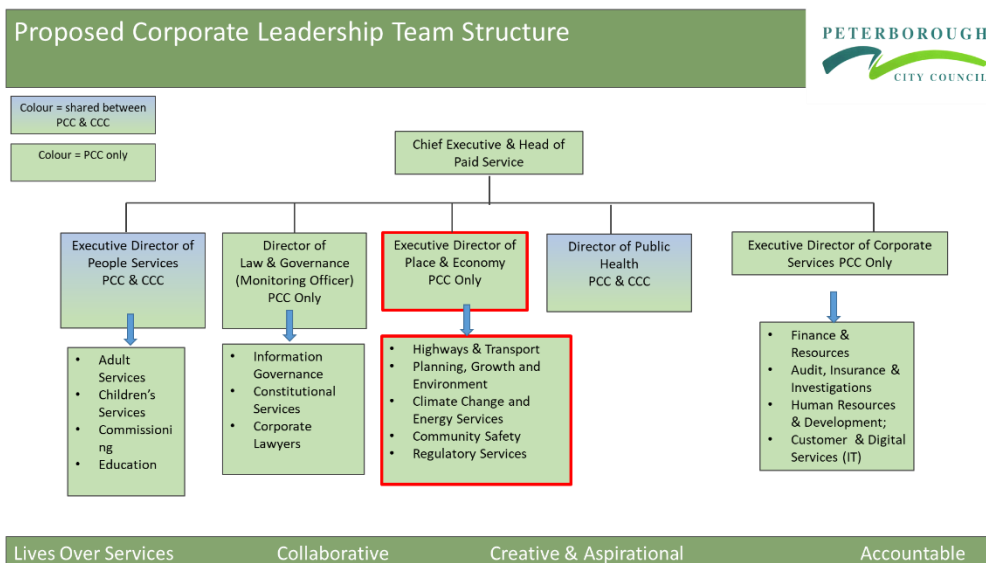
An Executive Director of the Council and core member of the Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

This is a strategic role responsible for establishing a clear, ambitious vision for Peterborough as a place of growth, regeneration and inward investment, regulatory, environmental and of resilient communities with opportunities for residents to thrive.

It is responsible for:

- leading the delivery and commissioning of a wide range of services across Peterborough that meet this vision.
- transforming and fully integrating service delivery across place and communities services, in order to maximise efficiency and the quality-of-service delivery, and to improve outcomes for residents.
- developing and leading a high-quality management team delivering a wide range of place based and community services to the communities of Peterborough, and to support the sustainable growth and increased resilience of existing and new communities.
- developing and managing strategic relationships, including with Government agencies, the Combined Authority, Regional non-statutory bodies, parish councils, neighbouring councils, community organisations, faith groups and voluntary and other non-profit sector agencies.

2. Organisation:



The role is a Tier 2 post reporting directly to the Chief Executive and the post holder is a full member of the Corporate Leadership Team.

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

From the structure chart it can be seen which sit within the remit of the Executive Director of Place, Economy and Communities.

3. Leadership & Collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

As a member of CLT, at times, you should expect to deputise for the Chief Executive.

4. Governance:

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

6. Equality, Diversity & Inclusion:

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

- The postholder is responsible for £50.14m gross expenditure plus £22.7m NET and a capital expenditure of £45m.

The postholder will:

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- Commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the Council.

8. Staffing:

The teams fluctuate, and some posts are filled on a temporary basis.

This post has 5 direct reports and has a broad customer base across the public, private and third sectors. The post holder has responsibility for approximately 283 FTE.

9. Principal Areas of Accountability:

- Ensure that the Directorate and its partner commissioned services have clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the strategic and statutory lead on all directorate issues, including the statutory roles of Local Planning, Highway and Waste Authority, commissioning and delivering innovative and high-quality services.

- Act as principal policy advisor on planning, housing, transport, economic growth, environment strategy, community safety, regulatory functions and community development, providing clear and objective advice to Members on matters of policy including the development / implementation of appropriate strategies to meet the Councils' statutory obligations.
- Ensure that policies and service delivery reflect the very different economic geographies and evidenced needs of communities across Peterborough.
- Take strategic responsibility and provide leadership for the delivery of economic growth across Peterborough, working closely with the Combined Authority, ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Ensure that all the Council's statutory obligations relating to regulatory and environmental services, including climate change, are met.
- Maintain strategic oversight and leadership of highway, home to school and passenger transport services and ensure high standards of performance are met across these services and contracts.
- Take strategic responsibility and provide leadership for the council's climate change programme, championing the significance of this work in order to ensure an ambitious whole-council approach is developed and taken to achieving agreed targets.
- Maximise income from Section 106 agreements, Community Infrastructure Levy and external grants to deliver new infrastructure.
- Develop and foster relationships with Government, professional bodies and other organisations to represent and promote the 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.
- Further develop highly effective, meaningful, productive and mutually beneficial collaborations with organisations with a stake in Peterborough from across the public, business and civil society sectors, initiating and leading those arrangements where necessary.
- Lead the integration and continuous improvement of services across the Place Economic and Communities services landscape.
- 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 the development of community resilience and participation frameworks to ensure that needs and challenges are identified early and to enable appropriate services to be provided.
- Lead relevant partnerships and boards that ensure effective collaboration and delivery, that maximise opportunities for cross-agency collaboration and problem-solving, and that inform and respond to commissioning requirements and decisions.
- Ensure that the voice of individuals, households and communities is heard at every level within the organisation and within partnership arrangements.
- Lead on valuing diversity in our communities, promoting an inclusive society and opposing 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.

10. Areas of Responsibility:

The post is responsible for directing a number of Service Directors and Heads of Service and will ultimately be responsible for a workforce across a range of council services as follows:

- Highways & Transport
- Planning, Growth and Environment
- Climate Change and Energy Services
- Community Safety
- Regulatory Services

The post holder will be responsible for:

- Commissioning and client management of a range of wholly and jointly owned commercial companies.
- Statutory role of the Council as Local Planning Authority.
- Statutory role of the Council as Local Highway Authority, including commissioning and client management.
- Statutory role of the Council as Waste Collection and Disposal Authority, including commissioning and client management
- Regulatory and environmental services including trading standards, environmental health and licensing.
- Energy management and investment in energy and climate change related projects.
- Highway and transport services including network management and maintenance and home to school transport.
- Working with the Combined Authority which is the Transport Authority and providing services where appropriate for infrastructure delivery, sustainable transport, and passenger transport.
- Community Safety services, including domestic abuse and sexual violence, ASB, CCTV and enforcement functions.
- Strategic Housing, including housing strategy and housing needs, ensuring everyone has access to a safe, warm and affordable home.
- Adult Skills and employment services
- Community Cohesion and Development
- Culture and Leisure services, including commissioning and client management.
- To lead the provision of shared services to partner organisations.

11. Key Relationships:

Manager (Chief Executive)

- 1:1 meeting monthly.

- CMT meeting fortnightly.
- Constant performance review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

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

Other contacts

- Regular contact with staff across the directorate and commissioned services.
- Extensive involvement and representation in communities and cross-sector partnerships.
- Regular meetings with service providers to provide strategic management and direction, and performance management.
- Regular meetings with developers and investors, elected representatives, community groups, interest groups etc.
- Regular correspondence and engagement with Members of Parliament.
- Regular presentations to a variety of groups and organisations.
- Regional national and international professional partnerships.
- Regular contact with elected representatives, informally, and formally.

12. Decision Making Authority:

This post:

- Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to the Chief Executive, who is kept informed of high-profile matters on a need to know basis.
- Informs and/or consults the Chief Executive about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the directorate in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget directorate and corporate standing orders and financial regulations.
- Makes recommendations to the Chief Executive in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the **strategic** development of the department as a member of the senior management team.
- Extensive and significant decision-making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations set out within the Constitution, and the ability to make decisions within the Chief Executive's delegations, in their absence.

13. Person Specification

Essential qualification

- Qualified to degree level or equivalent by experience.
- Evidence of continuous professional and leadership skill development.

Desirable qualification

- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Higher degree and / or professional Qualification – relevant to the requirements of the role.

Knowledge / Experience

Significant and successful experience of:

- Working at a strategic level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Operating within a multi-agency delivery model with multiple partners and stakeholders.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects that have a high degree of external facing challenge and ensuring delivery on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.
- 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.

Role specific:

- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- 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.
- Strong understanding of social policy and the impacts of social exclusion in society.
- Evidence of successfully working in a strategic management role across a number of disciplines, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted proposals and projects within a complex, political, multi discipline, multi-cultural environment.

- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Practical experience of leading services in at least four of the following areas is desirable:
 - customer-facing service operations
 - service improvement programmes
 - planning
 - transport
 - property
 - environmental and regulatory services
 - community safety
 - housing
 - adult skills
- Extensive experience of working with diverse communities with complex and differing needs, and of developing and delivering solutions that improve their social and economic mobility.
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- 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.

Skills

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Proven business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.
- Evidence of policy judgement, political awareness and astuteness.
- Ability to advise members on key options, determine priorities and to communicate a clearly recommended way forward.

Personal Effectiveness

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.

- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

14. 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.

Context of Role:

Operating

- The role is about the strategic leadership, commissioning and management of a wide range of services and diverse partnerships.
- The post holder will need to promote, develop, lead and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments.

Environment

- The role regularly interacts with partners, commercial providers, businesses, developers and investors, district, town and parish councils, community groups, interest groups, and strategic leaders across the public and voluntary sectors, locally, nationally and internationally.
- The post holder will need to operate in a political environment with a number of political groups across the Council, being aware of and taking into account political considerations when giving advice yet remaining politically neutral at all times.
- The post holder will be required to advise the administration of the Council on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the team's impartiality and a recognition that policies and priorities of the political groups in the Council may be different.
- To continue to deliver services and to ensure that the Council is legally compliant in the services that they deliver as resources reduce, thus avoiding legal challenge as far as possible.
- The role operates in an ever-changing environment. The Combined Authority is the Transport Authority and leads on all statutory transport functions. The post holder will need to develop relationships with the Combined Authority and develop a model for the Council's ongoing involvement in these functions.
- The post holder will play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where

appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

Framework

- The role is governed by an extensive set of regulations, policies, procedures and systems. It includes management and leadership of the statutory roles of the Council as Local Planning, Waste, Highway and Housing Authorities which are governed by primary legislation, as are many other functions that fall within the remit of this post. The role is further governed by health and safety legislation, contract and financial management regulations, relevant inspection frameworks (including Ofsted), and the Council's constitution.

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