

# Executive Director Place and Sustainability

**Reports to:** Chief Executive

**Grade:** Executive Director

**Location:** Cambridgeshire

## 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.

Acting as lead advisor to the Chief Executive and all Elected Members on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

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

## Leadership and 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.

To deputise for the Chief Executive as required.

## **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.

## **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.

### **Equality, Diversity and 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.

### **Role Specific Accountabilities**

#### **Highways and Transport**

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.

Maintain strategic oversight and leadership of highway and transport services, including capital programme delivery and working with transport operators, to ensure high standards of performance, safeguarding and connectivity are achieved across these services and contracts.

Provide strategic leadership and support to ensure the embedding of a customer focussed, responsive and high-performance culture within Highways and Transport and the achievement of value for money, aligned to the Council's approach to local service delivery, community involvement and participation.

Ensure that effective and efficient programme management is instilled in the Highways and Transport functions of the County Council, thereby enabling a greater focus on delivery of an on time, on budget capital programme and highways improvement plan deliverables.

Ensure strategic leadership, challenge, and support for the robust and effective contract management of all services commissioned, contracted, or supplied to deliver the Council's Highways and Transport functions.

Provide strategic leadership to ensure that the Council's relationship and working arrangements with the Cambridgeshire and Peterborough Combined Authority in respect of highways and transport functions are well led, well managed and achieve improved outcomes for the county.

## **Planning, Growth and Environment**

Act as principal policy advisor on place shaping, planning, housing, transport, economic growth, and environment strategy, providing clear and objective advice to Members on matters of policy including the development / implementation of appropriate strategies to meet the councils' statutory obligations.

To develop and manage strategic relationships, including with Government agencies, the Combined Authority, Greater Cambridge Partnership, Regional non-statutory bodies, and district, town and parish councils.

Take strategic responsibility and provide leadership for the delivery of economic growth across Cambridgeshire, working closely with District Council Partners in Cambridgeshire and the Combined Authority.

Work with internal and external partners to lead the economic growth agenda by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.

Provide strategic leadership to ensure that the Council's approach to the Natural Environment is well led, improves biodiversity and provides for a open and green spaces across Cambridgeshire.

Ensure that the Council is well able to address issues relating to water supply, water quality and flooding through the provision of thoughtful, planned and effective responses, working with communities and partners.

Maximise income from Section 106 agreements, Community Infrastructure Levy and external grants to deliver new infrastructure to enable the delivery of inclusive and green growth for Cambridgeshire.

## **Climate Change and Energy Services**

Strategic accountability for the development, delivery, and evaluation of the Council's approach to Climate Change and the achievement of carbon net zero Council's ambitions and commitments. This will include identifying the strategic energy infrastructure investment needed for the County to unlock inclusive growth and using the Council's assets to help build energy projects that will support and develop a strong local energy economy, whilst benefiting the Council financially to support delivery of its services.

Working with the Executive Director of Finance and Resources, ensure that Climate Change and Energy Services work in a highly collaborative and aligned manner with other parts of the County Council to maximise external investment streams and to ensure that business cases for initiatives are fully aligned to the Council's overarching approach to asset management, capital programme delivery and available resources.

## **Connecting Cambridgeshire**

Accountable for the development and delivery of the digital connectivity infrastructure strategy for Cambridgeshire and Peterborough and directing the establishment of partnership arrangements, funding, commercial models and a programme structure for delivery and benefits realisation.

Provide strategic leadership to ensure that digital connectivity is embedded in future planning considerations and growth of the county.

Ensure that the benefits of smart data and technology is developed and maximised across the county, aligned to the programme, to enable effective demand management, traffic management and coordination of public services at a place level.

### **Community Safety**

Provide strategic leadership to ensure that the Community Safety responsibilities are well led across Cambridgeshire and Peterborough, working collaboratively with Peterborough City Council, District Councils, Cambridgeshire Police and other relevant agencies.

Through the Assistant Director of Community Safety, lead the relevant work of the Prevention and Enforcement Service, targeted youth support including youth offending, targeted youth work, NEET services and family support and community resilience including community serve and locality based interventions.

### **Regulatory Services**

Provide strategic leadership to ensure that the Council is able to effectively and efficiently discharge all of its responsibilities in relation to Trading Standards, Coroner and Registration Services, working in partnership with other agencies and partner Councils.

Ensure, through the Assistant Director of Regulatory Services, that the Council provides customer focussed, compassionate and inclusive approaches to Coroner and Registration Services and seeks to make these functions accessible.

Strategically seek opportunities to generate greater income and investment in Regulatory Services, ensuring that they remain viable, efficient and effective.

## Person Specification (essential criteria)

<b>Experience</b>	<p>Significant and successful experience of:</p> <ul style="list-style-type: none"> <li>• Working at a strategic level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.</li> <li>• Providing balanced strategic advice and guidance in a political setting.</li> <li>• Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.</li> <li>• Operating within a multi-agency delivery model with multiple partners and stakeholders.</li> <li>• 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.</li> <li>• Delivering complex projects that have a high degree of external facing challenge and ensuring delivery on time and within budget and outcomes.</li> <li>• Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.</li> <li>• Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.</li> <li>• 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</li> <li>• Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.</li> <li>• Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.</li> </ul> <p><b>Role specific:</b></p> <ul style="list-style-type: none"> <li>• Extensive leadership experience of delivering growth and infrastructure programmes and of successfully negotiating and influencing over a wide range of service and corporate issues.</li> <li>• Practical experience at a senior level of successfully leading services in at least four of the following areas is highly desirable:             <ul style="list-style-type: none"> <li>- Customer-facing service operations</li> <li>- Highways and Transport</li> <li>- Place Shaping and Place based leadership</li> <li>- Planning Policy and Growth</li> <li>- Regulatory Services</li> <li>- Capital Programme delivery</li> <li>- Climate and Environment services</li> </ul> </li> </ul>
-------------------	--

	<ul style="list-style-type: none"> <li>- Community Safety</li> <li>• Proven experience and ability in influencing regional and national policy, including funding allocations, to benefit local priorities.</li> <li>• Experience of major contract design, development, delivery and robust management, delivering and managing shared services and cross functional project working.</li> <li>• Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.</li> <li>• 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.</li> </ul>
<b>Skills and knowledge</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.</li> <li>• Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.</li> <li>• 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.</li> <li>• Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.</li> <li>• Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.</li> <li>• Ability to establish and sustain positive relationships that generate confidence, ability and trust.</li> <li>• Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.</li> <li>• Understanding of the barriers to organisational and cultural change and the commitment to being a positive catalyst for change.</li> </ul> <p><b>Role specific:</b></p> <ul style="list-style-type: none"> <li>• Detailed knowledge and understanding of law, procedures and guidance in relation to the councils' full range of statutory functions as Local Highway, Planning and Waste Authority.</li> </ul>

<b>Personal Effectiveness</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.</li> <li>• Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.</li> <li>• 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.</li> <li>• Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.</li> <li>• 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.</li> <li>• 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.</li> <li>• Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.</li> <li>• Evidence of continuous professional and leadership skill development.</li> </ul>