

Appendix 3

Job Description

Job Title: Managing Director – Place and Economic Development

Reporting to: Chief Executive of Cheltenham Borough Council

Direct reports: Director – Planning / Director – Environment

Job Purpose

To be responsible for the effective leadership and performance of Place and Economic Development services, providing strategic direction to the division and ensuring alignment with Cheltenham Borough Council's overall objectives as set out in its Corporate Strategy and other relevant policies and plans.

To participate in the strategic management of the council as a whole.

Key accountabilities

- To oversee plans and identify and agree business strategies and targets to provide a comprehensive range of professional services to external and internal clients.
- To promote a commercial approach within the division founded on excellent service but with a strong awareness of cost and income generation opportunities and issues
- To take overall responsibility for the implementation of relevant policies and strategies to agreed performance standards, within budgets and to agreed timescales across all areas of the division.
- Work with the Director – Planning to identify spatial opportunities for growth and profitability and when appropriate oversee development of robust business cases to facilitate economic growth.
- To identify through economic assessment the key strategic and sector issues affecting Cheltenham's economic performance and promote approaches to improve prosperity, including analysis of gaps and opportunities and the delivery of solutions.
- Identify skills needs within the Cheltenham and wider Gloucestershire workforce and, with others, ensure that where possible the need for appropriate skills development is supported through analysis, advocacy and appropriate commissioning.
- To lead the team proactively and work with elected members to deliver continuous development, improvement and the long term commercial success of the Council, through effective leadership, strategic direction, division planning, management and governance.

- To work with the Place & Economic Development divisional board and its Directors to identify and promote creative and innovative solutions ensuring services meet the needs of a diverse community and are accessible to all users.
- To ensure co-ordination of the activities of the two directorates in the division to achieve seamless and complimentary approaches, transactions and services between the two directorates.
- To use systems thinking techniques, financial planning and sound management to ensure delivery of the divisional service plans in the most cost effective, efficient manner possible.
- To develop and maintain knowledge, positive relations and partnerships both internally and externally whilst identifying and pursuing new opportunities in line with the Council's objectives.
- To contribute, as a member of the Executive Board to the strategic management of the council and to be accountable for performance against divisional plan and targets, assessing trends and making recommendations as appropriate.
- Lead, inspire and manage all direct reports, to maximise their performance and potential within the council's policies and procedures.

Other accountabilities

- Responsible for the delivery of effective structures, policies, processes and practices and robust management of finance, contracts, business development and stakeholder relationships to improve performance and provide a sustainable future for the business.
- Recruit, select, manage and develop divisional board members to ensure effective delivery across all functions.
- Build commitment to a shared vision, ethos and organisational values and develop a commercial, customer focused, high performing culture that fosters innovation and improvement.
- Manage and control expenditure within agreed budgets, balancing customer demands and deployment of resources as well as generating income where feasible.
- To negotiate and manage the budget in accordance with the Council's Standing Orders and Financial Regulations, obtaining value for money and maximise income where applicable.
- Lead the development, monitoring and evaluation of a customer focused operational strategy, plans and performance targets.
- Manage the council brand and the division's reputation across key stakeholders, partner organisations, clients and potential clients and the target market, ensuring that effective relationships are developed and sustained.
- Develop and manage arrangements to support the Business Improvement District (BID) process, including promoting commercial costing and pricing models.

- Develop and manage robust arrangements to handle disputes and reputational issues.
- Champion continuous improvement throughout the division to ensure excellent value for money services.
- Manage governance and risk through a robust framework including regular monitoring and reports to the executive board.
- Ensure that all activities meet legal requirements including the general duty of care, quality management standards and environmental policies.
- Contribute to emergency and business continuity planning, either responding to incidents as required or supporting the effective deployment of staffing or other resources for business continuity / emergency planning scenarios.
- Such other responsibilities as the Chief Executive, as line manager, should from time to time reasonably direct

Job Description

Job Title: Director - Planning

Reporting to: Managing Director – Place and Economic Development

Direct reports : Green Space Manager, Townscape Manager, Head of Planning, Planning Support Manager

Job Purpose

Lead Cheltenham Borough Council's strategic approach to "place shaping" through spatial plans and facilitating investment by the public and private and community sectors in economic, social and environmental enterprise and development which improves the Borough.

Key Accountabilities

- Lead on the development of spatial and other strategies which connect the public, private and community sectors to ensure that Cheltenham's environmental quality and heritage is protected, maintained and enhanced.
- Promote, encourage and support the commissioning of infrastructure which will contribute to enhancing the prosperity of Cheltenham leading bids for external funding, maximising contributions available from development.
- Establish and maintain strong and constructive dialogue and influence with strategic bodies which have impact upon Cheltenham as a place.
- Ensure that the built and green environment of the borough is enhanced through the work of the directorate.
- Work within allocated budgets to enhance the contribution from the directorate's services to supporting the town from an economic, social and environmental perspective
- Be accountable for the results and performance improvement of the directorate providing clear evidence for decision making.
- To contribute to the strategic management of the council to the extent that the Managing Director – Place & Economic Development or the Chief Executive of the council shall require.
- Lead, inspire and motivate all direct reports to ensure effective delivery of corporate plans and objectives.

Other Accountabilities

- Provide strategic and operational leadership to build a successful directorate management team, strong performance culture and motivated and engaged employees within the directorate and the wider division.
- Working with the managing director and the Director – Environment to deliver agreed divisional strategy, plans and targets.
- Planning, scheduling and reviewing workloads to ensure outputs & outcomes are delivered within budgets and agreed timescales.
- To negotiate and manage the budget in accordance with the Council's Standing Orders and Financial Regulations, obtaining value for money and maximise income where applicable.
- Ensure non value added activity is reduced in all processes by using system thinking tools and techniques.
- Recruit, develop and retain people with the skills, competence and attitude to deliver services in accordance with procedure and law ensuring that the appropriate systems and processes are in place to measure, manage and develop staff.
- To develop and ensure a culture across the division which puts the customer at the heart of our business through the provision of a high quality customer focused service.
- Drive continuous and sustained performance improvement.
- Manage the council brand and the division's reputation across key stakeholders, partner organisations, clients and potential clients and the target market, ensuring that effective relationships are developed and sustained.
- Identify sources of income for the Division / Council and highlight opportunities to the Managing Director – Place & Economic Development
- Manage governance and risk through a robust framework including regular monitoring and reports to the managing director and executive board.
- Ensure that all activities meet legal requirements including the general duty of care, quality management standards and environmental policies.
- Involved in emergency planning, either responding to incidents as required or supporting the effective planning for business continuity / emergency planning scenarios.
- Any other reasonable request from the Managing Director – Place and Economic Development or the council's Chief Executive

Job Description

Job Title: Director - Environment

Reporting to: Managing Director – Place and Economic Development

Direct reports: Building Control Manager, Bereavement Services Manager, Head of Enforcement and Head of Public Protection.

Job Purpose

Take lead responsibility for delivering the regulatory and protective services of the Place Division to ensure that people in Cheltenham are safe and have access to a range of high quality and responsive services

Key Accountabilities

- Lead on the development of the operational strategy for Environment Directorate ensuring that the outcomes and objectives agreed by the council are linked to service provision and assist and support the effective achievement of Cheltenham Borough Council statutory and other responsibilities.
- Oversee the management of the day-to-day operational functions ensuring that performance standards and targets are achieved.
- Promote and drive the ongoing development, improvement and efficiency of divisional functions.
- Responsible (along with divisional and corporate colleagues) for contributing towards the achievement of the council's strategic and operational targets and overall business aims.
- Accountable for the results and performance improvement of the directorate, promoting transparency of performance data and providing clear evidence for decision making.
- To contribute to the strategic management of the council to the extent that the Managing Director – Place & Economic Development or the Chief Executive of the council shall require.
- Lead, inspire and motivate all direct reports to ensure effective delivery of corporate plans and objectives.

Other Accountabilities

- Provide strategic and operational leadership to build a successful directorate management team, strong performance culture and motivated and engaged employees within the directorate and the wider division.
- Working with the Managing Director and the Director - Planning to deliver agreed divisional strategy, plans and targets.
- Planning, scheduling and reviewing workloads to ensure outputs & outcomes are delivered within budgets and agreed timescales.
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- Involved in emergency planning, either responding to incidents as required or supporting the effective planning for business continuity / emergency planning scenarios.
- Any other reasonable request from the Managing Director – Place and Economic Development or the council's Chief Executive