

SERVICE DIRECTOR

STREET SERVICES



Grade and Tier	Chief Officer – Band 4	Reference:	COF0017
Reports to:	Strategic Director for Place	Job Type:	Strategic Leader

Role Purpose

- Lead on all of the city's Street Services maintenance including transport infrastructure and car parking, street scene, green space, waste collection and disposal, strategic waste planning and waste policy, commercial operations and related statutory services, working with elected Members, Corporate Management Team (CMT) and Senior Leadership Team (SLT).
- Provide strategic leadership to deliver the vision for the service and the Council, and public value in the delivery of efficient and effective services.
- Enable Strategic Directors to focus on driving the Council's overall objectives at a city, sub region, regional and national level.
- Communicate the vision of the Council, and motivate and influence others to deliver this.

Statutory and Key Responsibilities/Accountabilities

- Act as the 'responsible officer' for all statutory functions of Street Services, including the provision of services in line with current Council policies, and national and European legislation.

Key Responsibilities

Corporate and Organisational

- Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own department and wider partners where necessary.
- Act as the principal policy and professional advisor on the Council's street services maintenance including transport infrastructure and car parking, street scene, green space, waste collection and disposal, strategic waste planning and waste policy, and commercial operations within the department.
- Provide specific subject matter expertise and advice to Directors, Chief Executive and Members as required.
- Ensure own department delivers the policies set by elected Members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.

Performance and Finance

- Take lead responsibility for the overall management of the department, ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver outstanding customer focussed services that respond continually to the changing internal and external environments.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders, including the private sector and local communities which are designed to promote the work of the Council and own department and deepen the Council's understanding of those it exists to serve.

- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the department, with the Directorate, organisation and with partners.
- Lead and challenge own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council's agreed outcomes.

Partnerships and External Relationships

- Develop and engage in mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Fulfil a proactive role at local, regional and where appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- Ensure the statutory duties of the department are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the department (including civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and Organisational</p> <ul style="list-style-type: none"> ▪ Lead the Street Services Management Team. ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. ▪ Lead the improvement of street services to provide good quality frontline services for the benefit of residents of the city. ▪ Lead the delivery of the Highway Services Partnership, including all engineering solutions and proposals in relation to highways, flooding and coastal erosion. ▪ Embed climate change actions across the functions of the Street Services department contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance, effective planning practice and delivery objectives within department. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ Ensures services within own department are focussed on continuous improvement within agreed levels of customer satisfaction to best meet the needs of internal and external customers and citizens. 	<ul style="list-style-type: none"> ▪ Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices. ▪ There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters. ▪ The Street Services workforce understands the Council's values, priorities and desired outcomes. ▪ Demonstrable evidence of engagement and progress. ▪ Statistical returns are made on time. ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. ▪ Performance is managed by outcomes and poor performance is addressed quickly. ▪ Street Services has a long term financial strategy and plan (MTFS) which is clear and actively communicated to CMT, Members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances. ▪ Street Services is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.

<ul style="list-style-type: none"> ▪ Ensure that vulnerable people's needs are being met in the City. ▪ Ensure efficient processes and ease of use business focussed support to customers. ▪ Facilitate a culture change programme to support the organisation's transition to a customer focussed culture. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ Create and manage effective relationships and partnerships with a broad range of stakeholders, including those in the private sector, building support amongst them in order to deliver better public services. ▪ Promote the city by supporting and participating in key corporate events. ▪ Ensure the provision of services reflecting major growth and development opportunities. <p>Governance</p> <ul style="list-style-type: none"> ▪ Deliver the statutory functions within Street Services. ▪ Ensure compliance and manage risk around delivery of investment into the City. ▪ The Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery. ▪ Contribute to a harmonious Employee Relations climate with the recognised Unions, professional associations and others. ▪ Member of Tactical Command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. ▪ Member of the out of hour's rota. ▪ Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security. 	<ul style="list-style-type: none"> ▪ Providing frontline services to published standards. ▪ Strong networks have been established in the region to best maximise investment from a range of funding agencies/from grants/from partners. ▪ The provision of frontline services and access to services is in place aimed at improving outcomes and reducing inequalities. ▪ Street Services makes a demonstrable contribution to Plymouth being recognised as a great place to invest, live and work because of the services it delivers. ▪ Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low. The local authority is represented on regional and national bodies. ▪ There are effective strategic partnerships between other City Council departments and other strategic partners for example Health, Police, Education and Social Enterprises, to ensure coordination of integrated planning, housing and transport strategies. ▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's employees/citizens. ▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ All Street Services information is held securely, safely and in line with legal and statutory requirements. ▪ Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council. Feedback is used to engender a culture of continuous improvement.
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Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ Substantial experience of leading and managing a complex department responsible for strategic functions including those relating to highways, parking and marine, waste, fleet and garage, and street cleansing and grounds, within the public or private sector. ▪ Leadership experience in a culture change environment. ▪ Experience of deploying commercial and transformational acumen within medium or large organisations. ▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation. ▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning of third party contracts / SLAs. ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Proven experience of commissioning/delivering services to achieve quality and value for money for customers. ▪ Understanding of the principles of System Leadership. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety, well-being and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. ▪ Demonstrable commitment to Continuous Professional Development in own career to date. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership. ▪ Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to work as part of a high functioning non silo'd Directorate Team. ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. ▪ Commercial acumen to be able to interpret and interrogate complex financial and other information. ▪ Ability to think innovatively to identify income generation opportunities/income streams in own department in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement for customers. ▪ Ability to influence, coach and mentor others to improve and build a high performance culture. ▪ Authentic and effective communication skills. ▪ Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. ▪ Stakeholder management skills within the public or private sector. Ability to develop and maintain effective dialogue and develop trust with stakeholders including other Service Directors, Directors, CMT, politicians and partners who provide key public services, to protect and promote the best interests of the city. ▪ Ability to deal with competing interests while maintaining effective working

	<p>relationships and a productive work environment.</p> <ul style="list-style-type: none">▪ Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes.▪ Advanced political awareness and acumen.▪ Innovative and able to challenge traditional ways of doing things in a positive, constructive way.▪ Project management skills and knowledge of established project management methodologies.▪ Strong personal resilience and drive, with the ability to manage the pressures and demands of the role.
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