



Role profile

Role title	Head of Environment Assets and Service Delivery
Corporate directorate	Neighbourhoods
Service	Environment
Grade	P
Reports to (role title)	Service Director Environment
Version	2.1
JE code	9297

Approving manager	Peter Marsh
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If you would like this information in another format please contact:

Cornwall Council
County Hall
Treyew Road
Truro TR1 3AY

Telephone: **0300 1234 100**
 Email: enquiries@cornwall.gov.uk
www.cornwall.gov.uk

Role purpose

The Environment Service is currently subject to a Transformational Review of services and functionality. Whilst this role profile provides indicative responsibilities and accountabilities, the balance in this respect may alter slightly as the review progresses.

The Head of Environment - Assets & Service Delivery role reports to the Service Director for the Environment and forms part of the Service Directors – Environments Senior Management team in the Neighbourhood Services Directorate. This role can be described as part of a 'family' of Heads of Service who will work together to deliver the aims and objectives of key strategies related to Environmental Growth, Climate Change, Waste reduction, Devolution and Asset Improvement Planning.

In particular you will work in partnership with the Head of Environmental Growth & Performance and Head of Environment Capital and Programme Management to contribute towards all environmental strategies and provide the necessary programmes and action plans to translate strategy into effective operational service delivery.

You will lead in driving a positive culture within the services, developing highly motivated and high performing teams. Promote the values and principles of the Directorate and ensure sound cohesive relationships and interactions between service teams.

The Head of Environment – Asset & Service Delivery is responsible and accountable for the leadership and management of the authority's Environment - Asset & Service Delivery Teams. To support members and work with partners to protect, maintain, manage and improve the quality of Cornwall's natural, historic and built environment and to contribute towards the development of Environmental Growth Strategy and policy in support of the competitiveness of the local economy and to improve the quality of life for residents and visitors. To manage the commissioning cycle and provide effective contract management of service providers which deliver the Council's requirements, ensuring quality and value for money. You will oversee all Service Level Agreements, Local Maintenance Partnerships and volunteering initiatives ensuring that these engagements also reflect Council policy and aspirations.

Working across other Services and Directorates to review, develop and implement service standards. Develop a programme of rationalising and devolving assets and services and put in place documentation which is aligned to the authority's corporate priorities and national guidance, thus managing corporate risk and related Health and Safety matters.

Dimensions

<p>Annual financial accountability</p> <p>Deliver the following on behalf of the Environment Service: Circa £22m 5 million Cormac Fee 1 million RNL 1 million staffing/reactive/operational 15 million Capital Projects (identify schemes for inclusion and provide expertise in respect to design, objectives and desired outcomes)</p>
<p>Management accountability</p> <p>Nature of management: The service is extremely diverse in nature with highly technical and complex aspects linked to our statutory duties and to our wide strategic role. You will be directly accountable for the service teams and functions relating to the functions described below which will be finalised following completion of the transformational review. You may also be required to work across Council teams or with external partners to deliver services or projects.</p> <ul style="list-style-type: none"> • Public Space Management • Countryside Management • Cemeteries & Closed Churchyards • Operational Flood Management and Coastal Defence • Beach Management & Safety (RNL) • Mount Edgcumbe • Country Parks • Forestry Services • Public Rights of Way and Countryside Access • Common Land and Village Greens • Public Conveniences Management • Green Infrastructure for Growth (GI4G) • Directly accountable for the service teams and functions that will relate to the above (following completion of the transformational review). <p>Number of staff managed</p> <ul style="list-style-type: none"> • Approximately 30-40 * Please note the services are currently subject to review and service teams and functionality may alter as a result

Accountabilities

Cornwall Council is a dynamic organisation and the particular duties and accountabilities may vary from time to time without changing the general character of the role or the level of responsibility entailed. Individual objectives will be agreed via the PDS appraisal process

<p>Specific accountabilities</p> <ul style="list-style-type: none"> • Responsible and accountable for the leadership, performance and general management of all Commissioning and Contracts activities relating to the Environment. To lead the effective procurement, commissioning and effective contract management of all Environment services, SLA's LMP's, contracts and volunteering activities ensuring continuity of service, quality of provision and value for money

- To advise and contribute to the Service Plan, Council Plan and relevant corporate and community strategies on matters relating to the Environment and to work with Service Directors and Senior Managers in ensuring the effective development and delivery. To lead on the development, coordination and implementation of integrated, environmentally sensitive, cohesive and cost effective commissioning and service provision strategies, policies, procedures and practices supported by systems and practices to monitor performance and outcome against contract
- Develop and oversee the Asset Management Improvement Plan for the varied built and natural environment assets within the service portfolio to ensure all assets are captured and mapped. This will include a review of the current data management systems such as WDM and that satisfactory arrangements are in place to inform strategy and also ensure compliance with Corporate Landlord requirements
- Develop and oversee a commercial management approach for best use of assets, including events, activity and licensing e.g. water based tuition licensing, Camel trail, beach events and 'Pop Ups'
- Oversee the ongoing devolution of toilets and designing an invest to save programme to ensure the Council's zero budget policy is achieved
- Manage the Contract and Supplier Relationship with Cormac and the RNLI to ensure that such management is in accordance with the Council's Standards and Principles policy in respect to governance
- Develop programmes to facilitate the successful devolution of assets for example; public open space, grounds maintenance, parks, play areas and toilets and develop and implement support functions to ensure the service handover is smooth and compliant. Work closely with local councils to facilitate good management and promote best practice and provide support and advice accordingly
- To be a senior advisor on matters relating to the Environment and assets to facilitate informed decision making ensuring that all relevant stakeholders, members and officers are appropriately appraised and receive best practice professional advice. To support Members ensuring the effective engagement with Cornwall's communities and promoting local decision making and devolution of services and assets to Town & Parish Councils, Local and Third Sector groups by working in partnership with stakeholders and other Directorates to deliver the aims, objectives and initiatives for the service aligned with the wider vision and priorities for Cornwall
- Contribute to the achievement of the Council's overall objectives by aligning Environment services to its vision and priorities, working with colleagues across the Council to effectively and efficiently deliver corporate programmes, projects, policies and initiatives
- Work closely with the Head of Environmental Growth & Performance to shape Strategy and Policy and agree programmes to ensure effective and successful operational delivery
- Work closely with the Head of Waste Management to ensure all cross cutting issues are identified, planned and co-ordinated
- Work closely with the Head of Environment Capital and Programme Management to ensure that all asset related capital programme matters are co-ordinated and delivered successfully and on time
- To contribute to budget and service planning by maximising opportunities for funding and ensuring that forward budgets, plans and strategies are sustainable, understood and informed by all relevant stakeholders. Monitor

agreed budget ensuring value for money and that the allocation is in accordance with Council and Directorate priorities

- To represent the Service Director on matters relating to Environment management and to promote the Council, Directorate and Service at local, regional and national meetings and events
- To carry out detailed analysis, interpretation and comment on emerging legislation and regulation to ensure that the service is best placed to fulfil its statutory duties and manage change. To build and develop relationships with public sector services commissioners and to develop a sustainable marketplace offering choice, quality and value for money
- Develop and maintain an integrated asset and contract management processes that link with the contracted/commissioned service approach, service function and corporate priorities
- Management responsibility for the Environment Team (Assets & Service Delivery), leading, developing and motivating to ensure staff perform both individually and collectively. To mentor and provide guidance to staff ensuring that, where appropriate, training is in place or planned
- To manage the undertaking of comprehensive risk assessments across the range of Environment activities. Key priority to manage risk to public safety and corporate liabilities. To be responsible for and ensure that all Council and related service or industry Health and Safety requirements are met, monitored and complied with.
- To link the localism agenda and ensure effective engagement with Cornwall's communities. Work together with Customer Services staff to ensure the delivery of seamless customer-focused services, encouraging a greater say for local communities in service priorities, how they are delivered and local decision-making.

Resident focus

- Develop collaborative relationships with internal and external partners to ensure optimal outcomes for residents
- Represent the interests of Cornwall to promote the county and enhance the Council's reputation and profile
- Develop or deliver customer feedback systems for the managed functions and ensure feedback is taken into account to improve outcomes for residents, service users or communities
- Promote and facilitate the localism agenda and deliver a visible and meaningful presence with Cornwall's residents to build trust and legitimacy.

Service delivery

- Deliver functional objectives and priorities that align with the Council and Directorate plans and other corporate strategies
- Provide functional expertise to the Corporate Leadership Team, the Corporate Directorate Team and Members to inform wider corporate plans and strategies
- Work with colleagues and partners to develop or deliver cross-cutting corporate projects or priorities
- Ensure the development and maintenance of performance indicators for the managed functions that reflect the service plan and wider corporate strategies
- Monitor policy, legislation and best practice to ensure the most appropriate structures for delivering the managed functions and deliver continuous improvement
- Manage service providers in accordance with the Councils standards and

principles and develop governance arrangements to maximise efficiency.

Leadership & management

- Provide operational leadership and management of the service, role modelling behaviours, motivating staff and holding them to account for performance
- In conjunction with colleagues, implement communication, recognition, talent development and succession planning strategies that maximise levels of staff engagement
- Ensure the effective governance, delivery and embedding of change programmes, empowering staff to play an active role in delivering and realising the benefits
- Ensure the functions operate within all regulatory, legislative and best practice requirements and that the service is suitably positioned to adapt to and address forthcoming requirements
- To monitor, interpret and comment on emerging environment legislation ensuring that the council is well placed to fulfil its statutory duties.

Finance

- Contribute to the budget setting process for the wider service
- Ensure adherence to the Council's financial regulations, that spend is within agreed budgets, and savings are delivered in line with the service plans
- Identify and realise opportunities for the service to secure funding and establish sustainable income streams
- Develop budget ownership amongst Team leaders and ensure the appropriate levels of accountability are in place and applied.

Corporate accountabilities

Information security and governance

Manage information in line with the Council's policies, procedures and guidance on subjects such as Data Protection, Freedom of Information, confidentiality, information security and sharing, the information lifecycle and data quality, to ensure compliance and efficient and effective information governance

Safeguarding

Maintain awareness of Council policies and practices regarding the safeguarding of children, young people and/ or adults who may be at risk. Report concerns/ allegations in accordance with corporate guidance and procedures

Equality & Diversity

Work to eliminate unlawful discrimination, harassment and victimisation and report incidents as they occur. Treat everyone with dignity and respect and ensure individual's needs are met. Challenge inappropriate behaviour and language constructively, advising on alternatives so the opportunity for change can be considered

Customer Experience

Drive to continually improve customer satisfaction and maintain a clear and consistent focus on delivering outstanding customer experience

Health, Safety and Wellbeing

Proactively manage health and safety risks and lead on the creation of a positive health and safety culture to safeguard the health, safety and wellbeing of yourself and others. Understand your health and safety responsibilities and lead on compliance with council policy and procedures.

Key objectives

Within the first 12 months in the role to:

- Review the functions, skills and capacity of the service and provide recommendations for change
- Review and develop Service standards in line with budget and other constraints
- Develop formal commissioning arrangements with service providers
- Develop and improve Contract Management of Service Providers
- Review and develop asset improvement and compliance arrangements
- Develop the culture within the teams to foster and encourage joint working
- Develop workforce plans to equip staff with the right skills, identify and develop talent and to build resilience and sustainability through succession planning
- Develop processes and resources to facilitate successful devolution of assets and services providing ongoing support and advice.

Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes

Behaviours	Recruitment and selection
<p>Working together</p> <p>You understand and focus on customer satisfaction and work well with colleagues and partners.</p> <ul style="list-style-type: none"> • You deliver exceptional customer service – you understand and are attentive to the needs of your customers • You listen to the views of others and seek them out • You support and show consideration for others • You work well with colleagues and partners and acknowledge the different ideas, perspectives and backgrounds of others • You are committed to the protection and safeguarding of children, young people and vulnerable adults • You share information and expertise with others • You are honest, you respect and you build relationships of trust • You share your achievements and acknowledge the achievements of others 	Interview
<p>Resourceful</p> <p>You apply expertise, solve problems and make improvements to deliver the best possible customer outcomes.</p> <ul style="list-style-type: none"> • You plan and organise your work and manage your time effectively 	Interview

<ul style="list-style-type: none"> • You gather relevant information, analyse it and make timely informed decisions in the course of your work • You are flexible and adaptable • You respond constructively to change • You demonstrate financial awareness relevant to the job you do • You use your initiative and are creative in problem solving • You deliver results and demonstrate commitment to serving customers 	
<p>Personal responsibility</p> <p>You take responsibility for your work, your environment and your development.</p> <ul style="list-style-type: none"> • You are trustworthy and reliable • You pay attention to your own health, safety and wellbeing and that of others • You acknowledge errors, report them as appropriate and play your part in addressing them • You appropriately challenge unhelpful behaviour • You seek feedback and review your own contribution • You are open to change and improvement • You take responsibility for your development • You are enthusiastic about and take pride in your work • You act as an ambassador for the Council to our customers 	Interview
<p>Engaging leadership</p> <p>You create a healthy and engaging working environment by building trusting and supportive relationships, encouraging development, recognising achievement and tackling underperformance.</p> <ul style="list-style-type: none"> • You give clear direction, you delegate appropriately and you provide a supportive environment in which team members can learn, grow and take responsibility • You take opportunities to influence and contribute to strategic planning and development • You help your team to understand how their work contributes to delivering the Customer Service Promise and what the Council is trying to achieve • You create opportunities to interact personally with all members of your team, you actively encourage team members to share their views and concerns and you give feedback on the outcome • You take time to understand the strengths of your team and you encourage and support their development • You coach your team to fulfil their potential and recognise individual and team achievements • You identify and effectively address your responsibilities for customers, people, finance, performance and change 	Interview

management	
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Knowledge, skills & experience	Recruitment and selection
Experience in the leadership of relevant functions at management level, within a local authority or other organisation of comparable scope and complexity	Application
Ability to articulate a clear vision for delivery of the service and how to improve and transform outcomes	Interview / Assessment
A proven record of successful change management, delivering new working policies and practices alongside cultural and structural change	Interview
Experience of successful budget management within tight financial limits in a complex organisation	Application
Demonstrates an up to date knowledge and understanding of the law, government policy and best practice in relation to the functions within the portfolio	Interview
Experience of giving advice to and building relationships with senior management, strategic partners and customers	Application
Successful track record of achieving equality of opportunity in both employment and service delivery	Interview

Other requirements	Recruitment and selection
Degree standard of education, relevant postgraduate qualifications are desirable	Application
The normal duties of the role may involve travel on a regular or occasional basis. It is a condition of employment that the role holder can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle	Application
This position is subject to a criminal records disclosure check	NO
This is a politically restricted position	YES