



Role profile

Role title	Head of Environmental Growth & Performance
Corporate directorate	Neighbourhoods
Service	Environment
Grade	P
Reports to (role title)	Service Director
Version	1.1
JE code	9298

Approving manager	Peter Marsh
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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 Environmental Growth & Performance role reports to the Service Director for the Environment and forms part of the Service Directors – Environment’s 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, you will be responsible for strategies and policy implementation relating to for example; Environmental Growth, Climate Change, Waste Reduction, Devolution, Heritage and Asset Improvement Planning.

In particular you will work in partnership with the Head of Environment – Assets and Service Delivery and Head of Environment Capital and Programme Management in overseeing a co-ordinated approach towards developing and enhancing all environmental strategies ensuring there is a jointly owned framework towards translating strategy into effective operational service delivery.

Key to the role is the management and support of our partnerships. CIOs Local Nature Partnership is of particular importance and this role holder will ensure the smooth running of the Board and work programme.

Other key partnerships include Cornwall Countryside Access Forum, Heritage Kernow and our Strategic Resilience Board; all of which are important to the delivery of the Council’s activities. The Head of Environmental Growth & Performance is responsible and accountable for the leadership and management of the authority’s Environment - Strategy, Advice & Performance Teams. To support members and work with partners to deliver the outcomes set out in the Environmental Growth Strategy which seeks to positively manage the quality of Cornwall’s natural, historic and built environment and to oversee the development and enhancement of the suite of environmental strategies and policies in support of the competitiveness of the local economy and to improve the quality of life for residents and visitors.

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.

As part of the cohesive strategic approach and direction:

- The post holder will lead the Authority’s statutory work as Lead Local Flood Authority working closely with the Environment Agency, South West Water and DEFRA and provide advice on pollution and flooding incidents.
- The post holder will also be the key Council adviser providing support to the Cornwall and Tamar Valley AONB’s and will lead the Heritage Services which include the commercially focussed Cornwall Archaeological Unit.

Dimensions

<p>Annual financial accountability</p> <p>Management of Service Budget Development of ERDF Environmental Growth Programme - £38.5m Development of NLHF projects</p>
<p>Management accountability</p> <p>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 will also be required to work across Council teams or with external partners to deliver services or projects.</p> <p>Nature of Management</p> <ul style="list-style-type: none"> • Strategy & Policy development and review e.g. Environmental Growth, Climate Change, Heritage • Development of Environmental Growth Capital Programmes and Projects - funding and review • Liaison with statutory and government agencies including the HCA, EA, Historic England, Natural England, DEFRA, DCLG, DCMS, Forestry Commission etc. • Revenue & Capital Budget – Management/Delivery • Environmental Growth Strategy Implementation and Policy (Sustainable Development, Planning, Health, Marine, Green Infrastructure) • Partnerships management (Local Nature Partnership, its Work Groups, links to Health and Wellbeing Board, Local Enterprise Partnership, University of Exeter, Volunteer Groups, Cornwall Wildlife Trust, Heritage Kernow, etc.) • Protected Landscape Partnerships • Heritage (Devolution, HE Advice, HER, TH) working in partnership with other heritage organisations to deliver discretionary projects that identify, record, protect and promote the historic environment for the benefit of local communities and involve heritage more fully in all aspects of environmental growth, especially Place-making • Strategic Resilience (Devolution, Lead Local Flood Authority, Coastal Protection Authority) • Cornwall Archaeological Unit delivering a comprehensive range of quality Archaeological services with approximately 100 archaeological projects operational all at different locations many outside of Cornwall at any one time. • Provide advice on planning matters relating to the natural environment, countryside access and other planning related matters, and strategic heritage advice • Business planning and reporting on the performance and risks of the services and provide business support in respect to FOI, EIR and other corporate reporting/dashboard requirements such as corporate landlord, GDPR, HR etc. • 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: Approximately 50-60 * Please note the services are currently subject to review and service teams and functionality may alter as a result</p>

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

Specific accountabilities

- To advise and contribute to the Council Plan and relevant corporate and community strategies on matters relating to Environment, including, Environmental Growth, Climate Change, Asset Management, Heritage, Protected Landscapes, Flooding and Coastal Protection ensuring that Members and senior officers are presented with options and receive relevant professional advice for strategic targeted investment
- The interpretation, feedback and comment on emerging government legislation ensuring that the council is well placed to fulfil its statutory duties e.g. Climate Change, Corporate Landlord, Maritime & Coastal Access Act; Floods and Water Management Act. Contribute to the achievement of the Council's overall objectives by strategically aligning Environmental services to its vision and priorities, working with colleagues across the Council to effectively and efficiently deliver corporate and directorate policies, programmes, projects and initiatives, optimising the effective and efficient use and deployment of resources. Support the localism agenda and ensure effective engagement with Cornwall's communities
- Provide advice when required to the directorate and heads of service on Climate Change, Environmental Growth, Heritage, Place-making, Forest for Cornwall, Protected Landscapes, Flooding and Coastal Protection to facilitate informed decision-making by ensuring that officers and Members are appraised of issues and receive relevant, best practice professional advice
- To support Members effectively to ensure that the engagement with Cornwall's communities and promotion of local decision making within Town & Parish Councils, Local and Third Sector groups is managed appropriately
- Work in partnership with stakeholders and other directorates to deliver the aims and objectives and initiatives for environment and waste including management of partnership with, Catchment Partnership and Heritage Kernow
- When required, represent the Service Director - Environment on matters relating to Climate Change, Environmental Growth, Heritage, Place-making, Forest for Cornwall, Protected Landscapes, Flooding and Coastal Protection to promote the Council and Directorate at local, regional and national meetings and events.
- Accountable for the sustainability and environmental issues associated with the role holder's area of responsibility, particularly those associated with climate change, and to manage these to reduce adverse impacts
- To lead, motivate, coach and develop the Environmental Growth and Performance Team to ensure they perform successfully, both individually and collectively, in order to achieve the Council's objectives
- Develop and lead collaborative relationships with partners that deliver new and innovative approaches to tackling environmental service provision to secure improved outcomes for Cornwall and its communities and citizens
- To provide management support, advice and programme development for the Cornwall and Isles of Scilly Local Nature Partnership and its Working Groups,

and Heritage Kernow Board and Forum

- To manage the themes in the Devolution Deal on Heritage and Flooding and Coastal Defence
- To manage the development, funding and to support the delivery of the Environmental Growth Capital Programme working alongside Head of Technical & Programme Support coordinating with the commercial capital programme
- To contribute towards major commissioning and service contracts, embedding corporate initiatives including sustainability and diversity, with due regard to legislative requirements and regulatory control. To undertake appropriate roles and responsibilities for H&S management as required by the Council and directorate H&S policy
- Work closely with the Head of Environment Capital and Programme Management to ensure that all asset related Capital Programme matters are coordinated and delivered successfully and on time
 - 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 Assets & Service Delivery to shape Strategy and Policy and agree programmes to ensure effective and successful operational delivery
 - To participate in the budget setting process and to monitor the agreed allocated budget ensuring that value for money is achieved and that spending is allocated in accordance with agreed priorities
 - To maintain confidentiality of information acquired in the course of undertaking the assigned duties.

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 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.

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.

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.

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 continued improvement
- Prioritise and contribute towards Cornwall's declared climate change emergency
- Develop the culture within the teams to foster and encourage joint working
- Develop the Service Plan and also the workforce plan 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, and contribute to the development of and the delivery of the Cornwall Devolution Deal

- Strengthen strategic partners such as The National Trust, Cornwall Wildlife Trust, Local Nature Partnership
- Contribute leadership to the continuing development of the Cornwall and Tamar Valley AONB
- Champion the protection and consolidation of Cornwall's iconic Landscape and Heritage. Including the management of The Cornwall and Scilly Historic Environment Record (HER) and their move to Kresen Kernow, and the Strategic Historic Environment team and Cornwall Archaeological Unit.

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 	<p>Interview</p>
<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 • 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 	<p>Interview</p>

<ul style="list-style-type: none"> 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 management 	Interview
Knowledge, skills & experience	Recruitment and selection
Experience in the leadership of relevant functions at management	Application

level, within a local authority or other organisation of comparable scope and complexity	
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 Form
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 Form
This position is subject to a criminal records disclosure check	NO
This is a politically restricted position	YES