

Employment Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Monday, 8 February 2021 at 10.00 am
Virtual meeting - This meeting is being held remotely using
Skype

**Committee
Members:**

Councillor Jacky Smith (Chairman)

Councillor Annie Mason, Cabinet Member for Communities (Vice-Chairman)

Councillor Kelham Cooke, Councillor Barry Dobson, Councillor Anna Kelly, Councillor Adam Stokes and Councillor Paul Wood

Agenda

Virtual Meeting - Joining Arrangements

Councillors should access the meeting using the link in their calendar.

Members of the press and public can gain access to the meeting by using the following link:

[Employment Committee – 8 February 2021](#)

If you are using a smartphone or tablet it may be necessary to download the Skype for Business app before you can enter the meeting; please allow yourself time to do this. If you are using a laptop or desktop computer, you should be able to access the meeting via your web browser.

When you follow the link to the meeting you will enter a virtual lobby; you will be invited into the meeting from the lobby just before the meeting begins. Members of the public should not use the Chat function in Skype for Business. This is for use by Councillors, who will use it to indicate that they would like to speak.

If you have any questions about how to join the meeting, please e-mail
democracy@southkesteven.gov.uk.

1. Register of attendance, membership and apologies for absence

2. Disclosure of interests

Members are asked to disclose any interests in matters for consideration at the meeting.

3. Exclusion of Press and Public

It is likely that the press and public will be excluded during discussion of the following agenda item because of the likelihood that information that is exempt under paragraphs 1 and 2 of Schedule 12A of the Local government Act 1972 (as amended) would be disclosed to them.

4. Recruitment of the Director of Growth and Culture

(Pages 3 - 11)

This report sets out the recommendation that the Employment Committee appoint a suitable candidate to the role of Director of Growth and Culture

5. Any other business, which the Chairman, by reason of special circumstances, decides is urgent



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Employment Committee

8 February 2021

Report of: Councillor Kelham Cooke,
Leader and Cabinet Member for
Corporate Services and Property



Director of Growth and Culture

This report sets out the recommendation that the Employment Committee appoint a suitable candidate to the role of Director of Growth and Culture.

Report Author

Elaine Pepper, Head of Organisational Development

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Corporate Priority:	Decision type:	Wards:
Administrative	Regulatory	All Wards

Reviewed by:	Shahin Ismail, Director of Law and Governance	29 January 2021
Approved by:	Karen Bradford, Chief Executive	29 January 2021
Signed off by:	Councillor Kelham Cooke, The Leader of the Council	29 January 2021

Recommendation (s) to the decision maker (s)

- 1. That the Employment Committee appoints a suitable candidate to the role of Director of Growth and Culture, on a permanent contract of employment.**

1 The Background to the Report

- 1.1 On the 8 February, the Employment Committee, supported by Penna and the Head of Organisational Development, will undertake interviews to appoint a suitable candidate to the role of Director of Growth and Culture. The interview process will include a presentation and formal interview questions. The process prior to the interviews will include a thorough assessment centre and technical interviews conducted by a Senior Consultant at Penna, 12 candidates applied for the role.
- 1.2 The Employment Committee met as an interview panel on 21 January, supported by the Chief Executive to conduct a longlisting process. Each candidate was scored against objective criteria. The Panel unanimously agreed that 4 candidates should go through to the technical interviews, with a view to being shortlisted for final interviews.
- 1.3 The Panel sought references following the longlisting process, and these have been requested by a Senior Consultant from Penna.

2 Appointment Timeline

- 2.2 The Employment Committee will be sent details of the recruitment process and shortlisted candidates under separate confidential cover.
- 2.3 The Employment Committee will either makes its appointment on 8 February, or if it needs additional time to consider its decision, it will reconvene as a formal Committee on the 10 February.

3 Financial Implications

- 3.1 The post referenced in this report is included in the Establishment and therefore budgeted accordingly.

Financial Implications reviewed by: Richard Wyles, Interim Director of Finance

4 Legal and Governance Implications

- 4.1 The Council's Constitution provides that the Employment Committee appoints to posts at Director level. This appointment will strengthen the Council's Corporate Management Team, by providing resilience and support to the Chief Executive.

Legal Implications reviewed by: Shahin Ismail, Director of Law and Governance

5 Equality and Safeguarding Implications

- 5.1 The Council's Recruitment and Selection Policy and procedures fully address the requirements of Equality and Diversity Legislation.

6 Risk and Mitigation

- 6.1 There are no significant risks associated with the proposals. The proposals provide an opportunity to transform the Council's services and deliver better outcomes for the communities that we serve.

7 Other Implications (where significant)

- 7.1 N/A

8 Background Papers

- 8.1 N/A

9 Appendices

9.1 Appendix A – Director of Growth and Culture, Job Description and Person Specification.

Report Timeline:	Date of Publication on Forward Plan (if required)	N/A
	Previously Considered by:	N/A
	Final Decision date	8 February 2021

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South Kesteven Job Description

Job title:	Director – Growth and Culture		
Salary:	SD01 – SD02	Contract:	Permanent
Hours:	<p>Working hours will be 37 hours per week.</p> <p><i>Week by week arrangements will be in accordance with business requirements and by agreement, subject to your right not to work more than 48 hours per week unless by agreement.</i></p>		
Location:	Council Offices, St Peters Hill, Grantham	Political restriction:	This job is politically restricted

1 Overall purpose

Reporting to the Chief Executive the postholder will play an important role in strategic policy formulation, implementation and the development of new thinking to support the work of the Chief Executive, Leader and members.

The focus of the post will be on delivering sustainable growth and a high-quality environment for living and working that will ensure local people benefit from new employment, housing and leisure opportunities.

The postholders area's of responsibility will include, economic development, growth and regeneration, planning and development management, cultural services (arts and festivals) and leisure.

The post holder will be an innovative and influential member of the corporate management team contributing to the overall leadership, effectiveness, performance and culture of the Council.

You will have a critical ambassadorial role within and beyond the organisation and will be expected to lead and influence at all levels.

2 Responsibilities and outcomes

- A member of the Corporate Management Team the role will be supporting the Chief Executive, the Leader and elected Members in defining and delivering Council priorities, policies and plans.
- As a Director you will work closely with the Chief Executive to provide corporate direction and leadership across all council services and partnerships. While the role has a responsibility for a range of designated services, the brief will be genuinely cross-cutting, with extensive complementary working and a focus on the strategic commissioning/leadership aspects of the organisation.
- To create the environment to grow the economy
- Main point of contact for InvestSK
- To translate strategic objectives for development and growth into clear and tangible delivery plans and allocate or commission resources accordingly

- Lead the implementation of the council's Economic Development Strategy, including investment, business support and skills development initiatives.
- Raise the profile locally, regionally and nationally of the investment opportunities in the district, client managing potential investors
- Support the exploration of commercial opportunities which contribute to the council's development and growth priority
- Ensure planning policy provides a statutory framework and secure foundation for a quality environment and the council's growth aspirations
- Support the Council to use its asset base and acquisition opportunities effectively in relation the regeneration of the district
- Ensure the development and growth functions are customer focused, responsible and reflective of best and most up to date practice
- Ensure Member engagement with the growth priority projects and ensure that the relevant Committees are effective with good governance arrangements
- A member of the Corporate Management Team the role will be supporting the Chief Executive, the Leader and elected Members in defining and delivering Council priorities, policies and plans.
- To ensure that a system of continuous review and improvement is embedded within the service so that "traditional thinking" is challenged and innovation pursued
- Demonstrate a flexible approach to strategic leadership, to ensure that the strategic and operational needs of the Council are met, undertaking different duties as, when and where required by the Chief Executive
- Model leadership styles that motivate employees, engages with partners, builds successful teams and delivers for customers, promoting a positive and enabling culture
- To hold management responsibility for AD and Heads of Service reporting to the post
- Provide informed strategic leadership of engagement with customers, residents, partners and stakeholders ensuring that community consultation is incorporated into decision making.
- Working closely with the communications team to get the right messages across both internally and externally to enhance a positive reputation of the Council
- Actively develop a performance culture to improve service delivery and achieve agreed standards and targets set by the Council
- Identify and mitigate major risks and issues across service areas
- To lead the council in becoming more commercial

3 Values and Behaviours

To be successful in the role the post holder must demonstrate the values and behaviours adopted by the organisation to help us achieve our goals set out in the Corporate Strategy.

Accountability – In order to succeed we will need a culture of accountability throughout SKDC. Everyone at every level will need to be responsible for what they do; willingly taking ownership for their actions and decisions and being a reliable, dependable member of the team, often going beyond the normal terms of employment. We cannot work flexibly without accountability.

Flexibility – We can't be set in our ways if we are going to succeed, so flexibility matters. It might be flexibility in terms of the hours you do, the way you work or where you work. We can't afford to do things the same way just because "that's the way it's always been done". Our performance will be measured in outcomes and those outcomes will contribute to achieving our strategy.

Agility – Related to flexibility is agility. SKDC's needs are going to change over time and we need people who can respond to those changes, who can move freely between teams and who want to stretch themselves by being trained to be better at more things.

Equity – Every member of the SKDC team matters, irrespective of their rank or position. This hasn't always been the case in the past, but it will be in the future. All of us should expect to be treated with respect and dignity and doors should be open. We will all be held to account for this.

Networking – We learn from each other and from external partners, so we need to be better at networking. Our networks hold the key to raising our profile, improving our performance, discovering better ideas and developing ourselves.

Learning – We are constantly learning from everything we do, regardless of success or failure. When we do something well, that knowledge can help us repeat and refine what we do in the future. We clearly won't seek failure, but neither will we be frightened of it. And if we fail, we will learn from it and not seek to just apportion blame (see 'accountability' above).

Talent – Having a diverse and talented team is fundamental to our success. However, a person's real talent isn't always obvious; sometimes it's overlooked, other times it may be hidden or ignored. Sometimes it's a talent the person didn't realise they had. Harnessing talent will be everyone's job, not just HR or senior managers.

4 Corporate Responsibilities

As a Director at the South Kesteven District Council the post holder will be expected to be a positive and committed member of the leadership team, to lead by example and to behave in accordance with the SKDC Values and Behaviors. They will be expected to conduct their duties within professional and legal standards and more specifically will be expected to:

- Lead and work collaboratively across all service clusters/areas with senior managers
- Develop and maintain effective working relationships with all areas of the Council, with Members and with external organisations
- Instill in direct reports the imperative for accountability, responsibility, collaboration and integration with other areas of the Council
- Provide sound up to date professional advice to colleagues, members, partners and customers.
- Be accountable for all allocated budget
- Lead on particular strategic projects and initiatives and be responsible for people, budget and assets within the development, ensuring compliance with the council's performance and governance arrangements
- The post holder must ensure that Health & Safety legislation and the Council's Health & Safety requirements are complied with and monitored within the postholder's area of responsibility
- Be aware of and comply with the Council's Equal Opportunities Policy, safeguarding arrangements and other corporate strategies and policies
- Realise that assigned resources may be released to contribute to corporate projects to deliver priority outcomes
- As and when required manage a/multiple corporate projects to deliver priority outcomes
- Ensure commercially advantageous business plan in place for all business areas
- Understand commercial priorities of Council in order to optimise use of resources
- Managing business with set of outcomes to ensure resources are aligned to organisational outcomes or key business objectives.

5 Flexibility

Some flexibility in the working hours will be required from time to time. This job description is not intended to be exhaustive. The post holder will be expected to adopt a flexible attitude to duties which may have to be varied (after discussion with the post holder) subject to the changing needs of the organisation.

6 Authority to work in the UK

You must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency.

Key Criteria	Job Requirements	Essential or desirable
Knowledge/ Skills	<ul style="list-style-type: none"> • An experienced leader who can inspire by being energetic, determined, positive, decisive and resilient and will challenge the status quo • A strategic thinker who can identify and assess strategic options without bias • A strong commitment to improving performance and to meet the needs of the communities • An excellent role model, promoting high standards of probity, integrity and honesty, with credibility across a wide range of audiences and respect for all • A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and is aware of how to maximise their influence to achieve performance and results through others • High level of political awareness and diplomacy, with an ability to operate with sensitivity in a political environment • Sound understanding of strategic management including strategic analysis, strategic choice and strategic implementation • Ability to provide professional advice confidently and tactfully, with clear viewpoints and policy direction • Skilled and resourceful leader with a strong focus on managing performance to achieve high standards • High developed networking, advocacy, oral, written and presentation skills able to communicate effectively to audiences at all levels 	<p>E</p>
Qualifications	<ul style="list-style-type: none"> • Chartered Town Planner • Relevant Management Qualification • Educated to degree level or a professional qualification in relevant professional area • Current driving licence or ability to make suitable alternative arrangements 	<p>E</p> <p>D</p> <p>E</p> <p>E</p>
Experience	<ul style="list-style-type: none"> • A record of success in managing at a senior level in an organisation including managing complex budgets and large multifunctional teams • In-depth knowledge and experience of what drives business decisions in the context of expansion and location • Experience and up to date knowledge of social and economic planning policy • Experience of working alongside landowners, developers, businesses and investors to secure commercial investment, developing and maintaining collaborative partnerships with a track record of achievement • Experience of working successfully and sensitively in a political environment to influence decisions 	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>

Aptitudes	<ul style="list-style-type: none"> • Able to build positive relationships at all levels • An enthusiastic and effective ambassador for the Council who can enhance its reputation • Adept negotiator able to secure the best outcome for the council • Able to challenge traditional thinking in a positive and persuasive manner • Responds positively to challenge and is calm, objective and professional in all situations • Strives continuously to drive improvement for the organisation and the customer • Resilient, tenacious and able to handle pressure positively, willing to tackle difficult issues, including under performance • Willing to work unsocial hours including evenings and weekends if required 	E E E E E E E
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