

ROLE PROFILE

Role Title: Head of Place Making

Service Group: Economic Development

Accountable to: Growth, Economy and Culture

Grade: N

Date: Jun 2017

JE code: JE1591

Competency Level: 4

Purpose of job

To provide strategic and operational vision, leadership and management of Urban Design, Landscape & Historic Environment and Community Development Services to deliver outcomes that align with National and Council objectives, through effective leadership of the service, proactive management of culture, systems change and delivering budgets and savings.

To lead, develop, and manage the Council's Urban Design, Landscape & Historic Environment and Community Development Services. Ensuring close engagement with both internal and external partners to the Council, education providers, stakeholders, investors, developers, businesses, employers, community groups, cultural & arts sector, libraries, landowners, government agencies, SEMLEP, MKDP, community groups, sports providers, leisure providers, members of the public, public agencies and Central Government. To be accountable for the promotion of a high quality environment covering existing and new developments through best practice as well as innovation. To be responsible for raising the quality and profile of the leisure, culture and wellbeing of the Council through key strategies, initiatives and policies.

The role is responsible for achieving the strategic outcomes relating to the unique nature, scale and pace of development, culture and growth in Milton Keynes.

The role leads a range of services and functions, including:

- Urban Design (direct reports).
- Landscape Team (direct reports).
- Conservation Team (direct reports).
- Leisure, Sports and Culture Team (direct reports).
- A range of Council and client wide related programmes and projects including: MKDP sites, YourMK projects, Development and implementation of sporting, learning, culture and community strategies to improve wellbeing, Development of Conservation Character Appraisals and Landscape Character Areas, Urban Design Guidance and Site Briefs.

To support the Service Director: Growth, Economy and Culture in delivering the Council's and Directorate's objectives through joined-up service planning of the service's integrated multi professional teams and flexible use of resources.

Key Objectives (list what outcomes are essential)

1	<p>Leadership</p> <p>Provide leadership and direction for managers and staff by communicating the vision, objectives and values; give responsibility and authority to others to deliver agreed objectives; represent at local, regional and national platforms.</p> <p>Promote and maintain a culture of collaborative and consultative working between services, councillors, internal and external partners, education providers, stakeholders, investors, developers, businesses, employers, community groups, cultural & arts sector, libraries, landowners, government agencies, SEMLEP, MKDP, community groups, sports providers, leisure providers, members of the public, public agencies and Central Government to maximise efficiency and effectiveness.</p>
2	<p>Policy Development and Interpretation</p> <p>Lead, provide direction and advise on development and implementation of strategies and delivery plans (including by influencing, interpreting and implementing government legislation) across the range of services and through matrix management to all services in order to improve outcomes in relation to the growth and development of Milton Keynes; ensure that these are communicated effectively and implemented to meet stated objectives and core values.</p> <p>Create, develop and implement a robust framework to maximise investment from existing and new businesses into the Service and its functions whilst ensuring full engagement of strategic development and overall service delivery. Work collaboratively with colleagues across the services, councillors, internal and external partners to the Council, education providers, stakeholders, investors, developers, businesses, employers, community groups, cultural & arts sector, libraries, landowners, government agencies, SEMLEP, MKDP, community groups, sports providers, leisure providers, members of the public, public agencies, Central Government and other parties.</p> <p>Provide professional and managerial advice and guidance across all services on issues relating to urban design, conservation and landscape architecture and a range of sporting, learning culture and community strategies. To work with the Service Director in order to ensure the continuous development of the service.</p>

3	<p>Service Development and Programmes</p> <p>Lead on the development of service strategies, policies and plans within the service area and contribute as part of the management team to national, corporate strategies and policies, working with colleagues in other directorates and partner organisations.</p> <p>To introduce projects and programmes that ensure continuous improvement in service delivery, increased income and investment.</p>
4	<p>People Management</p> <p>Provide effective leadership to managers, staff and matrix working, creating a culture of empowerment, openness and proactiveness, ensuring effective processes are in place for recruiting, developing, appraising, rewarding and retaining staff, and promoting attendance, performance and income generation, in line with Council policy.</p>
5	<p>Communication and Customer Focus</p> <p>Implement and maintain policies and systems to inform and receive effective feedback, enquiries and engagement (including complaints and suggestions) from councillors, residents, community groups, partners, stakeholders, MKDP, developers, investors, businesses and employees; and to evaluate that feedback and to take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.</p> <p>Collaborate with colleagues to embed customer care philosophy and practices and to establish and maintain paths and processes for acquiring communities input.</p>
6	<p>Financial, Contract and Performance Management</p> <p>Undertake effective financial management processes, ensuring:</p> <ul style="list-style-type: none"> • Commercially viable service that is self-funding (Income over expenditure / cost is achieved). • Performance management structure is in place with performance monitored. • Value for money is achieved. • Capital projects are delivered to achieve the deliver Milton Keynes strategic outcomes. • Contract developments are undertaken as required. • All relevant legislation is adhered to. • Sports, leisure and cultural strategies are deliverable and financially sustainable. <p>Plan, recommend, monitor and review budgets, savings and activity</p>

	<p>related to the services remit in order to manage budgets and report performance to the Service Director to enable effective management of the overall budget for the whole Service.</p> <p>Identify potential efficiency savings/gains within the service and take action to realise these in order to maintain the ongoing drive towards continuous service improvement.</p>
7	<p>Risk Management</p> <p>Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.</p>
8	<p>Programme and Change Management</p> <p>Manage, plan and implement agreed change programmes ensuring commitment and involvement of all those affected by the changes; develop and implement effective communication strategies</p> <p>Support the Service Director in working with key stakeholders, colleagues and partners to identify future requirements and to forward plan by providing timely advice on all services and developments in relation to the best professional and corporate standards.</p> <p>Work with the Service Director, Key stakeholders, partners, businesses, MKDP and colleagues to support and promote the implementation of change programmes including culture change.</p> <p>Lead and support the management of allocated projects, including the management of staff, consultants, contractors and service providers. Prepare reports for staff, managers of all levels and steering groups or other bodies as required. Monitor and review progress to ensure that specified projects deliver the required outcomes within agreed timescales, budget and quality standards.</p>
9	<p>Urban Design, Landscape & Historic Environment</p> <p>Develop and implement strategies, policies and plans for the effective management, formulation, maintenance, monitoring and delivery of the Councils objectives. To seek to raise design quality, enhance the landscape and historic environment that support the Council's strategic aims and outcomes, in accordance with legislation, Government policy/guidance, best practice as well as the needs of the community. Ensure leadership and support for the direct staff and cross departmental colleagues, including working with other service colleagues such as Planning, Economic Development and Housing to secure and support the Council objectives.</p>

	<p>Ensuring the best process and outcomes to champion excellent design across Milton Keynes in terms of spatial layout, built form, architecture, landscape and historic heritage.</p>
10	<p>Community Development</p> <p>Overall strategic lead responsibility for the development and successful implementation of a range of sporting, learning culture, community strategies and associated action plan aimed at improving wellbeing of residents. To manage and provide direction for leisure and sports development, heritage and community by formulating strategies, plans and policies working with key partners.</p> <p>To lead and support the management of a range of cultural services covering leisure and sports development, heritage and community facilities.</p> <p>Develop and implement effective engagement and communication strategies with Elected Members to ensure that they are informed and involved and also with stakeholders including new and existing residents, businesses, community groups, partner organisations and other stakeholders to ensure that all groups and communities benefit from the strategic outcomes.</p> <p>To strategically direct the delivery of new and existing leisure, sports and community provision including supporting the delivery of associated capital projects in Milton Keynes.</p>

Scope (outline the size or scope of the role, direct or indirect responsibility for people, finances, resources and any special aspects of the role)

Urban Design, Landscape & Historic Environment and Community Development are critical services for Milton Keynes Council to promote and facilitate growth in Milton Keynes where design excellence is achieved, the integrity of landscape and historic environment is integrated and sports, leisure and community provision is recognised and delivered.

The role of the Urban Design, Landscape & Historic Environment functions is to fulfil the statutory requirements. It is to manage the use and development of land and buildings ensuring a balance between enabling development to take place and conserving and protecting the environment in design, landscape and conservation terms. The roles also requires a clear understanding of leisure, sports provision and community needs for Milton Keynes.

Its wide and diverse portfolio requires that the correct legal, professional and technical advice is given to all customers and stakeholders, both externally to investors, businesses, employers, developers, landowners, government

agencies, Central Government and councils, media and residents and internal colleagues whilst ensuring that the relevant legislation is complied with and where necessary enforced to achieve strategic outcomes relating to development and growth.

The role is ultimately responsible for policy development within their service area and wider policy development across the Council. This means the role will work closely with other Heads of Service within their Service Group, corporately and with Councillors.

The role will undertake strategic long term planning across Milton Keynes and a wide range of services taking into account the managerial, legislative, regulatory and national/regional/local and political context.

The role requires the person to be a fully professionally qualified Urban Design, Conservation and Landscape practitioner. You will have a detailed knowledge and/or substantial experience in practical application of the managerial, legislative, regulatory and national/regional/local and political context applicable to Urban Design, Conservation, Landscape, Leisure and Sports provision

The role holder will represent the services at relevant Cabinet, Scrutiny, Audit and Planning Committees. You will also represent the Council on relevant outside bodies, government bodies and other agencies as is appropriate to the Service. As well as through frequent (weekly) briefings with Portfolio Holders and regular Cabinet Advisory Groups (monthly) with the Leader/Portfolio Holder, cross-party members, and senior external representatives. Regular briefings with opposition and ward members as well as Parish/Town Council members.

The role holder will lead a team of about professional, technical and administrative staff across the service and a wide range of specialist disciplines. You will have direct line management responsibility for upto..... managers plus temporary/agency staff and consultants as necessary. Thereby to ensure the effective delivery of services and strategic outcomes, that current and emerging statutory policy and guidance is interpreted effectively in decision making and to exercise powers conferred through the Council's Constitution in determining decisions to be dealt with under delegated procedures.

You will deliver corporate financial and performance improvement targets through a programme of continuous service improvement and effective performance, people, project, financial and contract management systems. To keep abreast of the local government agenda, in particular national policy and funding opportunities.

The role holder will have the following financial responsibilities:

Financial

Revenue Budget	Accountable and responsible for: <ul style="list-style-type: none"> • 6.8 million
Capital & Indirect Budgets	Partnership collectively accountable and responsibility for millions of pounds:

Work Profile (outline the main areas of responsibility and accountability and competencies)

1. Strategy

The role holder will be responsible for a number of different services including:

- Urban Design (direct reports).
- Landscape Team (direct reports).
- Conservation Team (direct reports).
- Leisure, Sports and Culture Team (direct reports).
- A range of Council and client wide related programmes and projects including: MKDP sites, YourMK projects, Development and implementation of sporting, learning, culture and community strategies to improve wellbeing, Development of Conservation Character Appraisals and Landscape Character Areas, Urban Design Guidance and Site Briefs.

To deputise for the Service Director of Growth, Economy and Culture across a wide range of duties and responsibilities when required.

To initiate, develop and implement innovative and creative solutions to problem solving, manage the best use of the resources for all users of the service.

To advise senior management and Council on the effects of relevant new or draft legislation, policy changes, codes of Practice or other initiatives, publications or economic developments, ensuring that appropriate councillors and other interested parties are properly briefed and advised.

To respond to national, regional and local consultation from government, statutory, private, community groups and voluntary bodies.

2. Performance

To ensure the role and responsibilities of the Services are carried out and developed satisfactorily. This includes ensuring that Council policies and decisions are implemented correctly, having due regard to financial regulations, contract procedures and standing orders of the Council, and ensuring that insurance and statutory requirements are met.

To deliver corporate performance improvement targets through a programme of continuous service improvement and effective performance, people, project, financial and contract management systems. To keep abreast and deliver the local authority agenda in particular key national and local indicators and best practice around Economic Development.

3. Service Quality

To make recommendations for policy and procedural changes etc. and ensure that decisions are implemented correctly, that all necessary approvals are obtained, and that commissioned works are carried out effectively and efficiently having regard to budgets, Standing Orders etc.

To comply with the operating procedural requirements, maintaining, reviewing, developing and improving the Service procedures, and monitoring performance output against targets and indicators.

4. Resource Management

To prepare revenue and capital budgets including savings and income, and the programming and control of expenditure, both on individual projects and on specific areas of expenditure.

To identify every opportunity for the funding of capital projects, identifying potential schemes, and carrying out feasibility and economic appraisals, with a view to maximising funding opportunities from both the public and private sector.

To recruit, supervise and manage staff within the Service so that they are deployed efficiently and effectively. To ensure the supervision, co-ordination and planning of works across all relevant Services in the Council including matrix working.

5. Culture

To support the development of a positive organisational culture that is outward looking, performance and customer focused.

6. Commitment

To attend meetings internal and external to the Council with stakeholders, which may involve working outside of normal working hours.

To undertake any other duties consistent with the basic objectives of the post and of the Service.

7. Health & Safety

To act as a senior responsible manager in the event of major incidents. This will include directing other staff, assisting the Emergency Services or being based in the Emergency Control Centre to ensure a cohesive response is given to the incident.

To provide advice and support to the Chief Executive, Directors and the Emergency Management Team in the event of a major civil emergency.

8. Technical

To ensure that relevant legislation regarding social, economic and environmental economic development is complied with, carrying out enforcement action, gathering evidence and representing the Council in court as necessary.

Job Context (Service organisation chart)



PERSON SPECIFICATION

In this section the Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder's knowledge and skills should be specified

Awareness some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area

Significant knowledge and skills gained through practice and/or qualification sufficient to fulfill the role requirements

Extensive knowledge and skills gained through practice and/ or qualification to fulfill the role requirements and contribute to training others and developing policy and practice in the work area

PERSON SPECIFICATION	Examples specific to role	Required		Level			Method of Assessment interview, testing, reference
		Essential	Desirable	Awareness	significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	A detailed and extensive knowledge of town planning and associated legislation. Education to Degree level or equivalent in Urban Design, or Conservation or Planning or a related subject with a post Graduate (or equivalent) qualification in planning. Chartered Member of the Royal Town Planning institute. See Footnote.	X				X	Interview/Applicati on Form
	Extensive Knowledge of leisure and sports provision	x				X	
	Ability to manage, supervise and coordinate output from internal staff and external consultants.	X			X		
	Ability to write reports on complex strategic issues and the ability to present them to a range of audiences including elected members; stakeholders and the general public.		X		X		
	Proficient IT skills in the use of Word, Excel, Project, PowerPoint and Access.	X				X	
	Knowledge of Local Authority governance arrangements and procedures.	X				X	

	<p>Understanding of “political” dimensions and the sensitivities in working with and supporting elected officials.</p> <p>To hold the following relevant qualifications Degree or equivalent</p> <p>Post Graduate</p> <p>Significant knowledge and understanding of the policy, legislative and regulatory framework across the full range of the areas of responsibility (e.g. planning policy; built design; and infrastructure)</p> <p>Management Qualification</p>	X						
Planning and organising work	<p>Ability to manage prioritisation and programme tasks in order to deliver timely outcomes.</p> <p>Methodical and well organised with the ability to produce quality work. Can communicate clearly and effectively both verbally and in writing, supervises and manages the work of other team members</p> <p>Able to manage complex and interrelated tasks and have the ability to think and act strategically.</p>	X					X	Interview/Form
Planning capacity and resources	<p>Ability to manage relative priorities and allocate appropriate resources to ensure deadlines are met.</p> <p>Ability to demonstrate continuing professional development.</p> <p>Ability to use computer systems and database to manage case files; proactive in developing good working practices with partners.</p>	X				X	X	Interview/Form

<p>Influencing and interpersonal skills</p>	<p>Ability to lead on relationships building with partners and external stakeholders.</p> <p>Ability to manage the communication of ideas and strategies to a range of audiences.</p> <p>Ability to present complex issues in a rational and simple way to a range of audiences.</p> <p>Ability to apply a range of negotiation and persuasion skills to suit differing circumstances.</p> <p>Ability to represent the Council at meetings (internal, external and with councillors) sometimes requiring attendance out of normal working hours.</p> <p>Ability to show a resilience, toughness under pressure and a high drive for achievement.</p> <p>Ability to develop effective working relationships; Excellent communicator with the ability to work in potentially confrontational or emotive situations with tact and understanding.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>				<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Interview/Form</p>
<p>PROBLEM-SOLVING Using initiative to overcome problems</p>	<p>Ability to interpret complex, and sometimes conflicting data, in order to develop suitable responses for the delivery of a comprehensive and inclusive service.</p> <p>To provide 'problem solving' solutions together with creative thinking</p> <p>Ability to analyse situations and identify and communicate issues and potential solutions within the management team.</p> <p>Ability to work alone using initiative; ability to interpret legislation and complex decisions to inform and support recommendations.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>				<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Interview/Form</p>

	Ability to respond positively and constructively to complex and in depth questioning including at public meetings, parish and town council meetings, Council committee meetings and Public Inquiries.	X				X	
Managing risk	Ability to manage and undertake risk assessments of strategies and to identify and communicate mitigation measures to colleagues, partners and stakeholders.	X				X	Interview/Form
	Ability to recognise potential personal risk when on site and take appropriate action; to recognise potential outcomes of decisions, able to cope with pressure in a high profile role.	X				X	
Managing change	Ability to assess and monitor internal processes and suggest changes in order to deliver continuous improvement.	X				X	Interview/Form
	To lead on continuous improvement and respond positively to changes and support others in coping with change, demonstrates a flexible approach to pressure and problem solving in a timely and effective manner.	X				X	
ACCOUNTABILITY and RESPONSIBILITY Undertakes tasks without supervision	Ability to work autonomously, managing service delivery and responding to competing requirements of a fast paced set of service areas.	X				X	Interview/Form
	Manage and monitor the work of the teams and manage performance effectively.	X				X	
	To make decisions under the Councils scheme of delegation.	X				X	
Managing people	Direct line management responsibility for a multi-disciplinary team comprising professionally qualified officers, technical staff and administrative staff, ensuring consensus and consistency of service delivery and customer satisfaction through successful management, motivation and leadership of staff and the ability to coordinate the	X				X	Interview/Form

	work of others.						
Managing financial resources	Budget management; monitoring and control skills.	X				X	Interview/Form
	Demonstrable ability to monitor budgets (over £.... million)	X				X	
	Ability to generate additional income to the Council	X				X	

COMPETENCIES REQUIRED – All post holders must be able to comply with the Council’s core competency requirements which include communication, respect for others, customer service, drive for results, delivering the promise and continuous personal development.

SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post.

In addition for those posts with management responsibilities the competencies will include managing self and personal skills, providing direction, facilitating and managing change, working with people, using resources, achieving results, promoting policy, values and culture, customer service and health and safety.

Other information

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

Signed Job holder	Signed Line Manager	Signed Service Director	

Print Job holder	Print Line Manager	Print Service Director	Date
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Footnote: Chartered Member of the Royal Town Planning Institute

While there are a number of routes to becoming a Chartered Member of the RTPI, the most common involves:

1. The successful completion of an RTPI accredited course in spatial planning (undergraduate degree, masters degree, postgraduate diploma or equivalent)
2. An Assessment of Professional Competence (APC). This requires the equivalent of at least 2 years full-time relevant work experience in spatial planning, one of which must be post qualification and undertaken as a Licentiate Member of the RTPI. The Licentiate must keep a log book reflecting on work undertaken and skills developed, verified by their employer; and a regularly-updated professional development plan. Once they have the required years of experience, the Licentiate must submit a written report reflecting on this experience which will be assessed by assessors appointed by the RTPI.

RTPI membership demonstrates professional knowledge, expertise and commitment to working to the highest standards under a robust Code of Professional Conduct. It establishes credibility as a witness for the Council at public inquiries and in advising the council, the public and other organisations on planning matters. The Code of Conduct also requires Chartered Members to maintain a record of Continuing Professional Development (at least 50 hours CPD in a 2 year period) and a Personal Development Plan. The RTPI can ask to see a Member's CPD record and PDP at any time.