



Penna

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# Candidate Briefing Pack

Director of Place  
Folkestone & Hythe District  
Council



**December 2019**

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## Foreword from the Leader of the Council

Dear Candidate,

Thank you for your interest in Folkestone and Hythe District Council and becoming a member of our senior management team. I hope that the unique range and scale of our ambitious and exciting projects proposed in our district will encourage you to make an application to join our senior team, to further your career and to shape our district for future generations.

As Director of Place, you will work closely with your fellow senior colleagues in the Corporate Leadership Team to deliver the strategic objectives and growth ambitions of the Council.

You will need significant public and/or private sector experience in delivering large scale projects covering a range of functions, preferably including Development Management. You will also need to provide innovative and adaptable leadership to your staff and be reassuring and comfortable advising elected members of the Council about controversial issues. Inevitably, challenges will arise within the scale of our ambitious projects and you will need to be able to calmly assess options and provide workable solutions.

You will have overall responsibility for a range of customer facing service areas including Regulatory Services, Waste, Customer Services, and the Development Management Service, etc. The Council, as a local planning authority and a significant land owner, is proposing an exemplary garden town settlement known as Otterpool Park for up to 10,000 new homes. An outline planning application for the new town has been submitted.

You will also lead the work of the council's Economic Development team, investing the significant funds made available by the council for the regeneration and renewal of our High Streets. Working closely with neighbouring authorities, you will use your negotiating skills to best effect in concluding our new waste contracting activities and with the Director of Operations & Housing and the Director of Corporate Services, you will embed our successful transformation programme while securing added benefits as some outsourced services are returned in-house.

If you have the vision, energy, creativity and enthusiasm for this defining role, combined with an innovative growth-orientated approach to place-shaping, then please make an application to join us. Please note the salary grade for this post is up to £116,000 with a relocation package if applicable.

For more information on this opportunity, please contact our recruitment partners at Penna in the first instance.

Kind regards,

David

Cllr David Monk, Leader of the Council



## About Us

Folkestone and Hythe district (formerly known as Shepway) includes a unique diversity of coastal towns, scenic villages and countryside of outstanding natural beauty. An extensive coastline extends from Folkestone in the east to the remote Dungeness peninsular at the western end of the district.

The M20 runs through the district and provides easy access to local towns and villages, the national motorway network, Eurotunnel and the Port of Dover. The district also has excellent connectivity to central London via high speed rail services, with trains between Folkestone Central and London St Pancras taking as little as 54 minutes.

Folkestone is the civic centre of the district. The harbour and seafront area of the town has outline planning permission for up to 1,000 new homes with commercial, leisure and retail uses. The recently restored Folkestone Harbour Arm has become a popular destination for events, music, eating and discovering the history of the area. The Folkestone Triennial is an internationally renowned arts festival held every three years, where site-specific artworks are commissioned around the town. On the edge of the town at Shorncliffe Garrison, a phased redevelopment of 1,200 new homes is being carried out.

Hythe is a prosperous cinque port town characterised by historic lanes and buildings with an attractive town centre. Local attractions include The Royal Military Canal, The Romney, Hythe and Dymchurch Railway, the nearby Port Lympne Wildlife Park, walks along the beach or on the North Downs and a good choice of local shops and restaurants. A new leisure centre, open parkland and enabling development is proposed on Council owned land in a prominent location on the seafront.

The Council as a local planning authority and as a significant landowner is proposing a new garden settlement known as Otterpool Park for up to 10,000 new homes. This is an extensive site that includes the former Folkestone Racecourse and is located just south of Junction 11 of the M20, next to Westernhanger Railway Station. Otterpool Park is included in the Government's Garden Settlement programme and is a draft allocation in the review of the Council's Core Strategy Local Plan. An outline planning application for the new town has been submitted.

Folkestone and Hythe District Council recently changed its name from Shepway District Council, so as to more readily reflect its special location in East Kent. The Council has 30 elected members, with the Conservative group leading an alliance. The Council has a leader and cabinet model of governance.

The Council's Corporate Plan 2017-2020 has six ambitious strategic objectives. These are to provide more homes; work with businesses to provide more jobs and a vibrant economy; to provide an attractive and clean environment; to keep our communities healthy and safe; to achieve stability through a commercial and collaborative approach; and to deliver excellent customer service. Work is underway to prepare a refreshed 10 year corporate plan.

The Council works closely with Kent County Council and neighbouring authorities in East Kent at both member and officer level, to ensure that strategic level planning follows a co-ordinated approach.

To find out more about our Council, please click [here](#).

## Advertisement

### Find your place at Folkestone & Hythe

#### Director of Place

Up to £116,000 plus relocation

At Folkestone & Hythe the ambition and opportunity for change is already in place.

Be part of an exciting wave of transformation shaping both our services and district. Major projects in the pipeline include the new Otterpool Park garden town, a major high street regeneration programme and a host of other strategic developments.

Significant investment and forward thinking senior leadership will support this role to deliver our place-based agenda and priorities. We need an outward looking individual, committed to customers – someone who excels at forming innovative and tactical partnerships.

Play a vital role in creating great experiences and opportunities for our residents, visitors and businesses - in a place unlike anywhere else.

For a confidential discussion, please contact Charley McCarthy on 07563 555 598 or Ben Cox on 07809 374 692.

Closing Date: **5pm, Friday 10th January 2020.**

## Role Profile

<b>Job Title</b>	Director – Corporate Services Director – Place Director – Housing & Operations
<b>Behavioural Framework Level</b>	4
<b>Grade</b>	Corporate Director
<b>Reports To</b>	Head of Paid Service
<b>Politically Restricted Post</b>	Yes
<b>DBS Requirement</b>	Basic

### Purpose of the Job

- Member of the Corporate Leadership Team providing leadership and supporting the corporate governance of the Council including the development of a new corporate plan and contributing to the member working groups.
- Overseeing the strategic and operational development and delivery of a number of service areas, ensuring all services are people-focused, customer-focused and facilitate the delivery of the Council's corporate objectives.
- This is a generic Directors job description and as such the responsibility for service areas and projects are interchangeable to meet the best interests of the council at the direction of the Head of Paid Service

### Main Areas of Responsibility

- To work closely with elected members and members of the Corporate Leadership Team to lead, shape and deliver corporate and directorate related strategies, policies and priorities in accordance with the overall policy framework for the Council.
- To lead, motivate and manage staff to deliver high performing and customer-focused services within the Directorate, encouraging innovation and continuous improvement, addressing performance where necessary.
- To lead and manage major and complex change at pace to increase efficiency and improve outcomes, ensuring involvement and engagement with key stakeholders.
- To role model and visibly lead organisational culture, values and behaviours across the Council including with employees, citizens, partners, statutory and official bodies.
- To take a 'One Team' approach to deliver more effective outcomes and at all times avoid a siloed or single service area approach.
- To coach and mentor staff appropriately to achieve a positive outcome for service and project delivery
- To manage and regularly monitor work programmes, budgets, performance indicators and quality targets to ensure that the services in the directorate meet agreed objectives, key performance indicators and income targets.
- To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented.
- To ensure that service areas reporting within the directorate are efficient, effective and delivered within budget
- To ensure that the customer experience reflects the councils operating model and that mechanisms are in place for effective customer feedback and insight to be gathered, interpreted and acted upon where appropriate

## Role Specific Responsibilities

### Corporate Services (s151 Officer):

- To act as the designated s151 Officer ensuring the Council's financial obligations are met or exceeded.
- To be responsible for the effective management of the capital and revenue budgets and other resources available in accordance with the Council's financial regulations and to ensure that arrangements are in place to assess and manage risk.
- To bring fresh thinking and creativity to the Council's large scale investments with innovative approaches to delivering the council agenda.
- To provide strategic direction and leadership for all corporate services, championing and developing innovative corporate improvements that support the delivery of modern customer-focused solutions.
- To ensure the effective delivery of the following services:
  - Finance,
  - HR,
  - ICT & Digital,
  - Case Management (Support Services),
  - Communications & Engagement,
  - Legal,
  - Democratic Services,
  - Leadership Support,
  - Strategy & Policy,
  - Procurement.

### Place:

- To provide clear leadership and strategic direction that are in line with Council ambitions with particular focus on delivering excellent customer service across a range of service delivery areas.
- To lead on the implementation of major initiatives which will improve the District as a place to live, work and visit, including the Otterpool Park garden town and the future regeneration of Folkestone town centre.
- To ensure effective networking and collaborative working with a range of external partners including Creative Folkestone and Kent County Council.
- To ensure the effective delivery of the following services:
  - Development Management,
  - Building Control,
  - Customer Services,
  - Case Management (Service Delivery),
  - Revenues & Benefits,
  - Licensing,
  - Environmental Health,
  - Strategic Housing,
  - Waste
  - Economic Development.

### Housing & Operations:

- To take strategic responsibility for the delivery of a portfolio of activities and provision across the Housing & Estates function including services to tenants, repairs and pro-active maintenance, ensuring effective and appropriate governance, safety & compliance with all relevant legislation and contract management take place.

- To lead and direct the management of the Council's property portfolio for the short, medium and long term, ensuring that financial, social and community considerations inform a strategic approach with a focus on income realisation, commercial acquisitions and the disposal of redundant assets.
- To provide strategic and operational leadership and decision making in relation to the on-call emergency planning provision, working with partners to resolve incidents in a timely manner.
- To ensure the effective delivery of the following services:
  - Housing & Estates Management,
  - Corporate Assets,
  - Engineering & Buildings,
  - Grounds Maintenance,
  - Transportation,
  - Communities,
  - Lifeline,
  - Emergency Planning
  - Strategic Development.

#### **Corporate Expectations**

- Adhere to the council's safeguarding policies and procedures and undertake relevant training to help protect children and vulnerable adults within the district.
- To comply with legislation, council policies and procedures including GDPR, Freedom of Information Act, Information Security Policy, the Code of Conduct for Officers and to participate in any Emergency Planning activities as required.
- To actively demonstrate the values and behaviours of the council.
- To ensure our customers are valued by taking into account their views and needs in all that we do.
- To contribute to the development and achievement of relevant corporate and service objectives by suggesting ideas for service improvements.
- To communicate openly and honestly with colleagues, members and customers.
- To undergo any training necessary to be able to fulfil the requirements of the job.
- To carry out other duties commensurate with the grade, skills, experience and qualifications of the post holder as directed and as may be required from time to time.





	<p>efficiency, different delivery models and improving performance</p> <ul style="list-style-type: none"> <li>• Demonstrable experience of leading, managing and delivering transformational change at senior level</li> <li>• Demonstrable experience of managing complex budgets, financial information and the budget setting process at senior level</li> <li>• Strong understanding of, and commitment to, robust governance as it applies to the directorate and to the wider council</li> <li>• Strong financial and commercial awareness with the ability to deliver robust business cases</li> </ul>	✓	✓	
	<p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>			
<b>Skills and Abilities</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Ability to articulate the council’s operating model and help people see their role within it, motivating and inspiring them to deliver it</li> <li>• Enthusiastic and effective ambassador for the Council with a strong commitment to improving its performance and its ability to meet the needs of the communities it serves</li> <li>• Ability to lead the Council in embedding a culture of strong, supportive leadership that realises the full capacity of the organisation, fostering its talents and a positive and creative organisational culture</li> <li>• Track record of effective leadership and delivery at senior level which demonstrates the following qualities: <ul style="list-style-type: none"> <li>○ Taking corporate responsibility</li> <li>○ Delivering results</li> <li>○ Flexing style and responsive approach</li> <li>○ Showing resilience and positivity</li> <li>○ Motivating and empowering</li> <li>○ Collaboration</li> <li>○ Openness and honesty</li> </ul> </li> <li>• High level of political awareness and diplomacy, with an ability to operate with sensitivity in a political environment, providing professional advice confidently and tactfully with clear viewpoints and policy direction</li> <li>• Ability to plan and work towards a long term strategic vision and translate that vision into reality</li> <li>• Ability to develop, implement and monitor appropriate qualitative and quantitative indicators to measure the performance of service areas within the directorate</li> <li>• Ability to analyse and interpret management information and statistical data to identify trends, judge</li> </ul>	✓	✓	✓

	<p>performance and to devise &amp; implement service improvement strategies</p> <ul style="list-style-type: none"> <li>• Ability to demonstrate political sensitivity and secure the confidence of elected members</li> <li>• Excellent interpersonal skills to build a high degree of credibility and presence to negotiate, influence, inspire confidence and respect with reason and tact enabling the development of networks within and outside of the council</li> <li>• Excellent written, verbal presentational and communication skills with a wide range of audiences from senior leaders to employees across the council to elected members</li> <li>• Commitment to own continuous professional development.</li> <li>• Ability to use feedback and experiences as learning points and to initiate or implement positive change.</li> <li>• Ability to carry out duties outside normal working hours as may be necessary including attending relevant council / cabinet / committee meetings and responding to emergency situations as part of the out of hours response service.</li> </ul>	<p>✓ ✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓  ✓</p>
	<p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>			

## How to Apply

**This guidance contains important information to help with your application:**

- Please apply by submitting a **CV** and **covering letter** (*no more than four sides of A4 in length per document aligned to the person specification*). Please also include your contact details.
- Please ensure all gaps in employment and education history are fully explained on your CV; we may wish to verify this information during the recruitment process.
- Please provide the details of **two referees**. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please ensure that you address the key requirements as set out in the person specification. These competencies will be used as part of the assessment process.
- Please complete the Equal Opportunities Monitoring Form when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in doing this.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.

The following timetable sets out the key dates in the recruitment process:

Activity	Date
Closing date for applications	5:00pm on Friday 10 <sup>th</sup> January 2020
Technical interviews (with Penna)	Thursday 30 <sup>th</sup> January 2019
Final Officer interviews	Tuesday 4 <sup>th</sup> February 2019

To apply, please click on the link below:

[Director of Place](#)

For a confidential discussion, please contact Charley McCarthy on 07563 555 598 or Ben Cox on 07809 374 692.