

# Job Description and Person Specification

PLANNING & DEVELOPMENT DELIVERY MANAGER

A Lambeth to be proud of



**Job Title: Planning & Development Delivery Manager**

**Department: Climate and Inclusive Growth (CIG)**

**Division: Economy, Cultures & Skills**

**Grade: PO7**

**Reports to: Head of Operations & Innovation**

**Responsible for: Multi-disciplinary team of officers ranging from operations to systems development with three direct reports.**

### **Job Purpose**

1. To take ownership of the design and delivery of the operational, financial, and systems back-end processes of the Planning and Building Control services through effective forecasting, reporting, and process optimisation, and to extend this support across the wider CIG Directorate where appropriate.
2. To lead on the financial forecasting, income management, systems development and operational tracking that underpin key income-generating services, in particular the Planning and Building Control functions, whilst also contributing to the wider operational needs of the CIG Directorate. This includes oversight of information management, business intelligence, service and performance planning, programme delivery, governance, customer service, organisational transformation, and ICT systems.
3. To maintain a sound understanding of the functions, operations, programmes, priorities of the Directorate's Built Environment services, in particular Planning and Building Control, whilst building and sustaining effective working relationships with internal and external stakeholders.

### **Responsibilities**

1. To provide effective leadership of a multi-disciplinary team of officers in a matrix working environment. To ensure that key priorities are identified and delivered in line with the Economy, Culture and Skills division's requirements as well as the Planning service and wider Directorate's needs. To ensure that the development of productive working relationships is fostered and to provide support and assistance to other team members where necessary.
2. To manage the planning, programming and prioritisation of work/projects of the team and to actively contribute to the day-to-day management of the team, including providing advice, guidance, training and supervision to team members and developing and co-ordinating specific programmes and activities within the team, as agreed with the Head of Operations and Innovation.
3. To play a leading role with delegated authority in the coordination, preparation and management of budgets across the Directorate, particularly around Planning and Building Control statutory, grant and discretionary income. To lead on multi-year forecasting, financial scenario planning, and ensuring compliance with audit and value-for-money principles.

4. To lead the provision of accurate, forward-looking financial reporting and activity tracking, including ongoing development of financial forecasts for Planning and Building Control service and activity monitoring/tracking and reporting. To support services across CIG in developing financial models as appropriate for new income generating businesses that may be developed over time.
5. To oversee and continuously improve fee-earning functions arising from Planning and Building Control services. To enhance programme and financial tracking of Planning Performance Agreements (PPAs), including activity-level forecasting, resource/time analysis, and pre-application income modelling, ensuring compliance with audit standards.
6. To be the officer with overall responsibility for the servicing, liaising and clienting link between the CPT Division and the Customer Service Centre. To ensure planning related workbooks are updated and where updated and training undertaken where the customer service centre output is impacted by emerging Digital Project developments.
7. To work with the Head of Development Infrastructure, Operations & Innovation to scope, manage and deliver service improvement projects. These should include a focus on systems transformation and financial/activity tracking, and planning control performance analytics. To lead projects with clear milestones and outputs that support business intelligence and operational efficiency. To support O&I's digital innovation planning programme workstream and lead Building Control digital projects.
8. To lead a research and data insight team that delivers real-time operational tracking, spatial intelligence, and financial forecasting to support policy development, inward investment and long-term service planning for Planning and Building Control.
9. To work with the Head of Development Infrastructure, Operations & Innovation in the design, implementation and management of best practice systems and procedures for the Planning division (and wider Directorate as required). This work should provide support to effective performance management, business planning, risk and issue management, and information management processes (including GDPR) which ensure best practice in business management as well as meeting internal and external standards.
10. To take a leading role in the design and implementation of organisational development initiatives, and provide support to ensure compliance with the council's HR policies and procedures (including maintaining appropriate records)
11. To lead on the preparation and presentation of reports providing information and making recommendations to appropriate individuals and bodies at all levels of the council's governance arrangements.
12. To support the development and maintenance of effective working relationships and management of expectations, through proactive management of engagement with key internal and external stakeholders, and formal and informal partnerships.
13. To lead the co-ordination and quality assurance of internal KPI monitoring and external Planning PS1 and PS2 performance returns, assisting in the analysis and presentation of detailed returns as required.
14. To ensure effective financial and resource management, with emphasis on income optimisation, procurement oversight, and delivery of sustainable investment strategies for Planning and Building Control.

15. To play a leading role in service development, review and improvement processes and to maintain key relevant pages on the SharePoint Planning Tools (or successor system) team site ensuring advice, guidance and systems and asset logs are maintained and updated.
16. To support the Head of Development Infrastructure, Operations & Innovation and leadership team, working with senior management colleagues to assist in development and communication of the strategic direction of the service areas, implementation of service improvement plans, and maintenance of high standards, ensuring consistency in approach and joined up delivery.
17. To allocate resource as appropriate to support the preparation of the annual business plan as well as the preparation and implementation of a business continuity plan for the services across the Directorate as directed.
18. To lead the provision of support with regards to governance and democracy including forward planning, committee continuity, and co-ordination and quality assurance of responses to public and Member enquiries (including Freedom of Information (FOI) requests) and complaints.
19. To support the work of the P&D Delivery team in the provision of an effective office management function, addressing the requirements of the Directorate with regards to ICT, accommodation, health and safety, and office supplies.
20. To be responsible and manage officers tasked with the management of the council's Uniform (or successor) and related systems, identifying projects leads within the team as appropriate.
21. To be involved as required in the design and implementation of organisational development initiatives. To lead and provide support to ensure compliance with the council's HR policies and procedures (including maintaining appropriate records)
22. To support the development and maintenance of effective working relationships and management of expectations, through proactive management of engagement with key internal and external stakeholders, and formal and informal partnerships.
23. To deputise for the Head of Development Infrastructure, Operations & Innovation, and the Assistant Directors (Planning) & (Regeneration) and provide them with necessary support and advice across the service as required.
24. To work flexibly in undertaking the duties and responsibilities of this job and participate as required in multi-disciplinary and cross-organisational groups and task teams.
25. To take responsibility, relevant to the post, for ensuring that Council statutes and government legislation is upheld. This includes, amongst others, Management Compliance Charter, Environmental Policy, Data Protection Act, Race Equality Action Plan, Quality Assurance Plan, Health & Safety, Sustainable Construction and Recycling.
26. To take responsibility, appropriate to the post for tackling racism and promoting good race, ethnic and community relations.

## **Dimensions**

### **Staff Management responsibilities**

- The post holder is responsible for the direction, support and development of a team (including professional services consultants where appointed). Staff may be appointed on a permanent or temporary basis. Management duties are outlined above
- The post holder will be required to manage staff and lead consultants commissioned in relation to specific projects, appropriate to the level of the grade.

**Other**

- The post holder should be prepared to work outside of normal hours, including attending evening meetings, site visits, and occasional weekend working.
- The job holder's decision-making authority is determined by Council policy and procedures.

<p>It is essential that in you can meet the following requirements for the role and be able to give evidence or examples of your proven experience in each of the short-listing criteria marked Application (A).</p> <p>You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted.</p> <p>If you are applying under the Disability Confident scheme, you will need to give evidence or examples of your proven experience in the areas marked with "Ticks" (✓) on the person specification when you complete the application form.</p>			<b>Shortlisting Criteria</b>
<b><i>For link/career graded post, please mark knowledge, experience, and behaviours clearly for each grade.</i></b>			
<b>Key Knowledge</b>	K1	Understanding of the challenges and complexities of Planning and Building Control services, and major regeneration programmes along with knowledge of income streams and funding related to built environment type services.	✓A
	K2	Strong understanding of business and programme delivery with a particular knowledge around finance, different sources of income streams, procurement, budgeting, and operational business delivery in the built environment sector. Knowledge of public sector funding frameworks and opportunities.	
	K3	Demonstrable knowledge and experience of financial and budgetary management in both private and public sectors (particularly built environment practices). Solid understanding of ledger functionalities and accounting practices, demonstrable experience in forecasting and managing budgets.	✓A
	K4	Detailed knowledge of local authority functions, structures and processes, relevant central and local Government policy, and best practice, and legal requirements relating to people management, equalities and diversity, and procurement.	
	K5	Knowledge of relevant techniques in respect of project delivery including business needs, benefits cases, research, performance information, data and analysis, and project management.	
	K6	Sound understanding of the principles underpinning successful consultation, communication and engagement with a wide range of stakeholders about critical and contentious decisions and actions.	
	K7	Sound knowledge of relevant planning legislation, and/or building control regulatory services and procedures - particularly in relation to the planning and delivery of large-scale initiatives and projects in London	✓A
<b>Relevant Experience</b>	E1	Demonstrable experience of budget preparation, setting up finance monitoring systems and strong understanding of back-office finance management and	✓A

		monitoring with a particular focus on built environment businesses/services	
	E2	Able to demonstrate experience of, and a genuine enthusiasm for, improving business processes and delivery, leading on projects that form part of a wider programme of change.	✓A
	E3	Experience of setting up, maintaining / operating and reviewing effective quality, performance and information management systems.	
	E4	Significant experience of work at a high level of advocacy and sensitivity in dealing with contentious information in a political environment. Evidence of success in working with partners at senior levels and promoting and integrating partner engagement.	✓A
	E5	Experience of preparing and presenting high quality reports, submissions, briefing notes and complex data.	
	E6	Solid experience of staff management with multi-disciplinary functions	
<b>Qualification</b>	Q1	A relevant degree, professional qualification or equivalent experience.	✓A

## PERSON SPECIFICATION

<b>Core Values and Behaviours</b>  <b>Equity</b>		<ul style="list-style-type: none"> <li>Listen to the views of others and ask for their opinions making sure that everyone in my team inputs into the things that matter.</li> <li>Ensure fairness and justice is at the heart of my decision making and support to my team and others.</li> <li>Take time to build trust, building the respect of our stakeholders and ensuring as a team we take accountability for doing what we agree to do.</li> <li>Develop others and ensure we work as <b>one team for Lambeth</b>, encouraging everyone to play their part</li> <li>Take positive action to ensure <b>everyone</b> in my team has opportunities to <b>learn and grow</b> at work</li> <li>Encourage everyone to <b>be themselves</b> at work and value who they are</li> <li>I am inclusive and actively <b>celebrate diversity</b>, recognising everyone in my team as individuals.</li> </ul>	
<b>Kindness</b>		<ul style="list-style-type: none"> <li>Treat each member of my team with <b>respect and dignity</b> just as I would want for myself.</li> <li><b>Encourage</b> each member of my team to do their very best work and am available to them to provide support and guidance.</li> <li>Personalise my support to each team members and look out for them, lending a hand wherever I can</li> <li>Encourage everyone to try and learn from mistakes and use integrity to take action with my team to put things right together</li> </ul>	

		<ul style="list-style-type: none"> <li>• Work with empathy seeking to understand each and every member of team, their unique perspective and circumstances and ensure everyone is heard</li> <li>• Take the time to communicate, being honest, open and genuine and taking the time to get to know team members as individuals.</li> <li>• Show compassion and patience recognising that everyone in the team has unique experience and celebrating the great work they do for Lambeth.</li> <li>• Look after the health and wellbeing of my team members and encourage open and regular discussions about the issues that impact on them, working together to find solutions.</li> </ul>	
Accountability		<ul style="list-style-type: none"> <li>• I encourage and support my team to do the right thing even when it's tough and we communicate our decisions in a timely way</li> <li>• I ensure my team and employees take individual and collective accountability for performance and delivery, making sure that they have clear plans and performance objectives.</li> <li>• I ensure my team plan ahead, getting the basics right and take swift action when problems arise</li> <li>• I encourage my team to be risk aware and ensuring that our decisions and actions are informed and understood and communicated to others.</li> <li>• I provide regular, timely and constructive feedback to my team members on their performance and behaviours and act quickly when performance is not on track.</li> <li>• I share my learning, knowledge and skills with others thorough coaching and mentoring and encourage others to do the same.</li> <li>• I ensure that my team and I put residents, communities, customers and their needs at the centre of everything we do.</li> <li>• I encourage my team to learn and grow and ask questions to find the information they need to do their jobs</li> </ul>	
		<ul style="list-style-type: none"> <li>• Am proud of our borough and my team and encourage everyone in the team to aim for the highest possible standards of excellence in everything we do.</li> <li>• Encourage my team to be flexible and try new things when it's appropriate to do so and tell me what could be improved.</li> </ul>	✓A



<p><b>Ambition</b></p>		<ul style="list-style-type: none"> <li>• Promote a one team for Lambeth approach reaching out to our stakeholders to face our challenges together</li> <li>• Encourage and support my team to be courageous for our residents and communities and stop at nothing to ensure they have the best possible outcomes</li> <li>• I make time for the team to Innovate and look for creative ways to do things better, being curious about possibilities.</li> <li>• Positively challenge and encourage the team to collaborate and look for solutions together across service and team boundaries.</li> <li>• Make time for my team to grow and develop taking advantage of opportunities to learn from each other and others. We plan our learning and career growth.</li> </ul>	
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