Candidate pack

Programmes, Performance and Governance Manager

November 2018
Introduction

We are delighted that you are interested in this exciting new opportunity with Maldon District Council and we hope, that having learnt more about the role and the Council, you will decide to make an application.

The Maldon District is renowned for its strong rural nature, outstanding scenery, and being richly steeped in history and maritime heritage; it provides many opportunities and attractions for those living and working in the area, as well as those coming to visit and enjoy this special place.

These are exciting times for the Council as we are currently undergoing the biggest and most ambitious transformation, since the re-organisation of local government in 1974.

The transformation is well underway, and we are already operating with a model of three directors who will be working closely with Elected Members and our consultants, Ignite, to deliver the Future Model Council transformation programme by October 2019. Once the transformation is complete, we will be taking the Council to new levels of excellence.

The new model will focus on delivering Council services through investment in our information technology, becoming more customer focussed, and maximising our commercial opportunities.

This post will put the successful applicant at the centre of what is to come. We want to hear from you if you have a positive ‘can do’ attitude and see yourself at the heart of an organisation that believes implicitly in transformation and putting our residents and businesses first in everything we do.

The Role

Your role as Programmes, Performance and Governance Manager is crucial to the Council’s long-term vision for transforming the way in which we deliver a first-class service to our residents.

You will lead and manage a team that has a focus on ensuring the Council delivers its aspirations and priorities through effective and efficient systems of performance management.

This role will ensure good governance of the Council, keeping the Council compliant with relevant legislation; supporting Members and developing them in their role; ensuring efficient, effective and transparent decision-making processes are established and adhered to.

We do hope that the brief overview of the work of the organisation contained in this information pack will be helpful. You will find more information about the Council and the area we serve on our website at www.maldon.gov.uk.

Thank you again for your interest in this position. We look forward to receiving your application.

Cllr Adrian Fluker
Leader of Maldon District Council
A snapshot of the Maldon District

Just an hour’s drive from London, Maldon is an attractive and predominantly rural district. It retains an unspoilt nature and its own special character, forged largely by the principal waterways of the Blackwater and Crouch estuaries.

Much of the District’s 75 miles of coastline of tidal salt marshes and mudflats is recognised as of international and national environmental significance and protected as such.

One of the District’s many great strengths is its quality of life with a crime rate well below the national average; the District is one of the safest places to live in Essex, and the County itself is also below the national average.

The District is steeped in history. The ancient market town of Maldon developed as an important Saxon port and in 991AD it was home to the famous Battle of Maldon where Viking invaders were victorious. Hundreds of years later, the District became known as a centre for oyster fishing, timber processing and the production of agricultural machinery.
The Hythe Quay, the old port of Maldon, is the foremost modern-day centre for Thames Sailing Barges. Burnham-on-Crouch, the second largest town in the District, like Maldon, boasts a rich maritime heritage. The 15 mile stretch of fine sailing water between the Town and the open sea has led it to become renowned in sailing circles as the ‘Cowes of the East Coast’. The town has a rail link to London Liverpool Street, with a journey time of just over one hour.

Charming villages and hamlets are dotted across the District. The historic core of a number of these villages are designated conservation areas and the District is guardian to over 1,000 listed buildings of architectural and historic importance.

The District mixes old and new and is characterised by diverse and distinct natural, historic and built heritage, making a significant contribution to overall quality of life on offer. Many opportunities exist for wildlife watchers, artists and walkers to explore the coast and countryside via an extensive network of footpaths. The scenic environment provides a rich backdrop against which to enjoy a round of golf, horse riding or angling for instance, all of which are well catered for. A colourful calendar of traditional barge matches, regattas, races and festivals has put the area on the map as a destination for maritime leisure and water recreation.

The Maldon District covers some 138 square miles and has a resident population of some 61,600 (2011 Census). The District offers a wide range of residential properties, from period country cottages to brand new executive homes.

The District is both home, and in close proximity, to a variety of fine educational facilities. A full range of educational establishments are available in the Maldon District including public and private schools as well as a good choice of highly performing primary schools. The two academies in the District, the Plume School in Maldon and Ormiston in Burnham-on-Crouch, provide thriving and highly successful performing arts departments and outstanding sports achievements respectively. The nearby Colchester County High Schools for Girls and the King Edward VI Grammar School in Chelmsford are the two currently best performing schools overall in Essex. Also, within a 25-mile radius of Maldon, other schools ranked in the top 100, with excellent academic reputations and consistently achieving outstanding public examination results, include the Chelmsford County High School for Girls, the Colchester Royal Grammar School and the two High Schools for boys and the two High Schools for girls in Westcliff and in Southend-on-Sea.

The Anglian Ruskin University and the University of Essex are also located in Chelmsford and Colchester respectively and Writtle College, near Chelmsford, offers a host of land-based courses from agriculture to design, and equine and animal science to horticulture.
The Council

Maldon District Council consists of 31 elected Members representing 17 electoral wards. The political makeup of the Council is as follows:
Conservative Group- 26
Independent Group - 3
Conservative (non-aligned) - 1
Independent (Non-aligned) - 1

The following Elected Members have been appointed to the positions below for the current municipal year:

Chairman of the Council  Councillor H M Bass
Vice Chairman of the Council  Councillor N R Pudney
Leader of the Council  Councillor A S Fluker
Deputy Leader of the Council  Councillor Mrs M E Thompson
Leader of the Opposition  Councillor B S Beale MBE

In accordance with the alternative arrangements under the Local Government Act 2000, the District Council operates a system of a single Overview and Scrutiny Committee, Audit Committee, a Standards Committee, three service committees and three area planning committees (constituted on basis of geographical representation – not subject to political balance arrangements).

The diagram shows the way the structure links together.

The Council currently has a workforce of some 200 FTE’s. The Acting Head of Paid Service is Mr Richard Holmes, Director of Service Delivery.
The District Council’s ambitions

The Corporate Plan is our key strategic document. It essentially provides a frame of reference for our work, ensuring that residents, staff and partners are fully informed of the aspirations and plans for the District. Our success will continue to be measured by how well we deliver the ambitions set out in the Plan.

Our Corporate Plan covers the four-year period 2015 – 19 and sets the Vision for the District as follows: ‘To make Maldon District a better place to live, work and enjoy.’

The Plan highlights our ambitions and priorities and what we are going to do to support the delivery of the Vision. The priorities draw heavily on existing strategies and plans approved by the District Council, including those that have been developed in partnership with other agencies.

Having reflected on a range of information and public consultation feedback, alongside recognising the challenges the District faces, the Plan defines the following four goals:

• Strengthening communities to be safe, active and healthy
• Protecting and shaping the District
• Creating opportunities for economic growth and prosperity
• Delivering good quality, cost effective and valued services

The Plan is not intended to be a full statement of everything we do, but instead sets the direction for service delivery and will guide our planning and allocation of resources. The priorities are developed further in our operational one-year business plans for the three Directorates.

In developing our Corporate Plan, we have taken stock and reviewed what the Council has set out to achieve as a public service provider. As an organisation the Council must be fit for purpose and able to meet the challenges that face both the District and its communities. We recognise that we must continue to adopt a proactive and positive approach in our operation and look at how we can work in partnership to make an even better place to live, work and enjoy.
Resourcing Our Corporate Plan

To achieve our ambitions, we need to ensure that our resources are aligned to our corporate goals, and that our assets are well managed. By managing our resources well, we are better able to deliver quality services based on Elected Members’ priorities and public feedback, better equipped to deal with the implications of unforeseen events, and effectively link policy and service development and performance management with resource planning.

Supporting our Corporate Plan is the Medium Term Financial Strategy (MTFS) which looks at the Council’s broad financial prospects and seeks to ensure that we focus our resources on delivering our Vision and meeting our corporate goals. The Strategy describes the financial direction of the Council and outlines the financial pressures over a four-year period.

Our MTFS is based on the approach that we actively promote strong financial and risk management and maintain a balanced budget, with sufficient reserves to ensure the financial stability of the Council. It is our intention to maintain this approach whilst consistently delivering low council tax increases for the benefit of our residents.

The up to date MTFS projects the Council’s financial position from 2018/19 through to 2021/22. This highlights the need to make a continued effort to generate financial savings to reduce the projected budget gap. We have a strong history of effective financial management and generation of savings through contract renewal, efficiency measures and income generation. This, coupled with a relatively healthy General Fund balance, means that we can take a planned approach to managing our financial position. Alongside the MTFS are other key documents that support the resourcing of our Corporate Plan ambitions.

Our Workforce Development Plan provides an essential framework to help us make the best decisions about our workforce to deliver against the Corporate Plan. Our Information and Communications Technology (ICT) Strategy details the high level strategic direction and plans for ICT for the next four years. It provides a set of aims that will help the Council to develop as an organisation and deliver technology-based services fit for the 21st century and demonstrates the role of ICT as one of the management tools in enabling the achievement of the Council’s overarching Vision.
Our performance and delivery

The Council actively focuses on the corporate goals and objectives it sets itself and directs efforts here to make a positive difference for both the District and its communities.

We are rightly proud of many achievements and successes in recent years. Amongst the highlights in the past year or so are the following:

- The adoption of the Local Development Plan (LDP) by the Secretary of State in July 2017; possibly one of the most significant milestones for the Council. The Plan sets out the spatial strategy, strategic allocations and development management policies for the District up until 2029.

- Since adoption of the LDP, our emphasis has largely turned to the delivery of housing which is a key priority for the Government. Development has commenced on a number of the strategic sites which will provide a mix of both affordable and market housing for the residents of the District. Growth in employment, commercial and leisure sites has also occurred to meet the needs of the residents in both employment opportunities and also in recreation and health and wellbeing.

- With the LDP now in place, the Council has been able to adopt Supplementary Planning Documents (SPD), including the Central Area Master Plan, the South Maldon Garden Suburb Master Plan, and Renewable and Low Carbon Technologies guidance.

- The Maldon District Design Guide, which was adopted as SPD by the Council last December, became the worthy recipient of the Award for Design Excellence at the national Planning Awards earlier this month. The judges pointed to its ambition, its clarity and usability to achieve high quality design and place-making.

- The Council’s Environmental Health Officers have been working closely with partner agencies and developers to maximise and secure funding towards flood mitigation and we continue to work to ensure those partner agencies consider local residents at every opportunity.

- Planning enforcement continues to be a priority for the residents of the District and the Council as a whole. Some serious breaches of planning control have been resolved over the last year; whilst a number of successful prosecutions have been undertaken when people have not been willing to work with the Council. The Council will continue to protect the natural and distinct beauty of the District for its residents.
The Council’s Strategic Housing Service has maintained its progress of improving the Council’s response to those in housing need and has launched a new housing strategy setting out its aims and actions for the future. As a District we have one of the lowest proportions of households currently becoming homeless and living in B&B and temporary accommodation and have implemented new systems and ways of working as a result of the new Homelessness Reduction Act. Meeting the housing needs of an ageing population is where the Council has a real opportunity to make a valuable contribution towards local people.

The Council was delighted to see its efforts and work with local communities to provide affordable housing attract royal attention and support this year as we welcomed Her Royal Highness The Princess Royal to the District in April. We will continue of course to work with our partners to build on this during the year ahead.

Creating opportunities for economic growth and prosperity across Maldon District remains one of the Council’s primary goals. Our Economic Development Team is actively engaging with local businesses and working with partners to deliver the objectives contained in the Economic Prosperity Strategy published in 2013 and will be producing an update this year. As micro enterprises make up 90% of local business, Small and Medium-sized Enterprises (SMEs) and rural businesses will continue to be a focus of our efforts to sustain and grow the local economy and to make Maldon District a better place to live, to work and enjoy.

The Sense of Place branding, aimed at raising the profile and positioning of the District to support business growth and enhance the impact of tourism, is now becoming better known. Businesses are being encouraged to take up the branding and the Sense of Place Board is providing business led support for several projects ranging from the visitor economy and events to skills.

Work on co-ordinating the delivery of an Enterprise Centre is progressing well. Following Member endorsement of the proposed preferred site, the Economic Development Team successfully submitted an Expression of Interest for funding support for the delivery of the Centre. A full Strategic Outline Business Case has now been worked up and submitted to Essex County Council for sign off and then to the South East Local Enterprise Partnership.

In March this year, the Council hosted the New Nuclear Local Authority ‘Special Interest’ Group Annual Conference. The conference was a significant event for the Maldon District and attracted a record number of delegates from across the Country. The primary aim of the New Nuclear Local Authority
Group is to share knowledge, information and best practice regarding new nuclear facilities, and to provide a mechanism for local authorities to discuss and make representations direct to Government.

- The on-going contribution of tourism to the local economy cannot be underestimated. The Promenade Park is still Maldon’s main attraction with over half a million visitors per annum, whilst over 40,000 children enjoyed the Splash Park in 2017.

- The Council’s event programme continues to be a success with the Promenade Park and Riverside Park hosting many events, including the Maldon Car Show, Smoke & Fire Festival and, for the first time a Burnham Outdoor Cinema, which attracted big crowds.

- The Dengie Gateway Project reached its conclusion this year with new and exciting hubs of interpretation panels and audio posts arriving at five locations across the District, aiming to inspire visitors to explore more of our wonderful coastline ‘Celebrating our Saltmarsh Secret’.

- The tourism website ‘VisitMaldonDistrict’ goes from strength to strength, seeing thousands of digital visitors a week. The website enables the Council’s Tourism Team to join up the many businesses and attractions to showcase this diverse and special District to those who may be less familiar with just how much we have to offer. Our social media presence has been increased with a new Promenade Park Facebook page and an Instagram account for the tourism website.

- During 2018/19 we continue to have a sustained focus on our priority of strengthening communities to be safe, active and healthy, with significant work planned to support the health and wellbeing of our residents. Through a partnership with Essex County Council we have secured funding for additional resource to support that work and have been developing a “Livewell Strategy” to give direction and focus to key health and wellbeing challenges that the District faces, such as obesity, social isolation and loneliness, mental health as well as some of the issues faced by our ageing population.

- We proudly continue to support apprenticeships for our young people, which have to date provided 17 successful apprenticeship opportunities, and are delighted that these apprenticeships have resulted in those people either securing full time employment at the end of their apprenticeships or moving to an advanced apprenticeship.
Benefits of working for Maldon District Council

Below is just a flavour of the benefits the Council has to offer you:

Pay and benefits:
- Salary £56,387 - £61,219
- Local Government Pension Scheme
  Defined benefit scheme – Career Average Revalued Earnings [CARE]
- 27 days holiday a year
- 7 Bank holidays per annum – 2018/19
- Free parking
- Confidential 24-hour information and counselling service
- Salary sacrifice car lease scheme
- Cycle to work scheme
- Relocation package – if applicable
- The payment of one annual professional fee – if applicable
- Financial support for professional qualifications – if applicable

Family friendly employment policies:
- Special and family leave provisions
- A range of work / life balance policies including flexible working, job share and term time working

Education and personal development
- An induction programme and annual performance review
- In house and external training
- Access to formal qualifications
- A commitment to continuous personal development

Other lifestyle benefits
- Free health and well-being events and promotions
- Discounted local gym membership

Valuing diversity
We are committed to recruiting, developing and retaining the most talented people and valuing the varied skills and experience they bring to us in Maldon and to ensure applicants are considered solely on the basis of their skills and abilities. We monitor applications as part of our equalities monitoring activities.
**Job Title**  
Programmes, Performance & Governance Manager

**Service Area**  
Strategy, Performance & Governance

**Grade**  
L (SCP 45-48) - £56,387 - £61,219

**Job Reference**  
FM18 SD03

### Reporting to

- **Director of Strategy, Performance & Governance**

### Responsible for

- Committee Services Advisors
- Specialist – Performance
- Project Administrator

### Team Purpose

To enable the council to make informed and robust decisions in the right way and own the corporate approach to performance management.
## Role Purpose

To lead and manage a team that has a focus on ensuring the Council delivers its aspirations and priorities through effective and efficient systems of performance management. Ensure good governance of the Council, keeping the Council compliant with relevant legislation; supporting Members and developing them in their role; ensuring efficient, effective and transparent decision-making processes are established and adhered to.

## Key Accountabilities

- Corporate and service performance management systems and processes
- Corporate performance monitoring, reporting and remedial action
- Statutory reporting
- Researching and sharing best practice/organisational learning
- Programme Management Office – ensuring robust effective programme management to support delivery of the Council’s objectives
- Project Portfolio Management – ensuring fit for purpose project management systems, processes, capacity and skills
- Support effective governance of the Council, working with the Monitoring Officer and Section 151 Officer to ensure overall governance and compliance
- Deliver the Annual Governance Statement and the associated forward plan for the coming year
- Support the role and development of Members
- Ensure effective and professionally managed committee processes that support transparency of decision making

## Key Objectives

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<tr>
<th>Working with customers</th>
<th>Identify the needs and aspirations of Council customers including Members, residents, businesses and other council customers. Able to identify and develop opportunities for improving the customer journey. Championing own ideas for improving the service/process, increasing customer self-service. Developing digital and self-service channels and implementing customer enabling and prevention opportunities.</th>
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<tr>
<td>Working towards the Corporate Plan</td>
<td>Developing strategy that delivers the objectives of the Corporate Strategy and Corporate Plan, enabling and commissioning, reviewing and monitoring progress</td>
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<tr>
<td>Ability to support corporate projects</td>
<td>Support Managers and Strategy team in the development of strategy and policies, service and financial planning. Developing and managing Council policies including responding to emerging legislation, best practice and guidance ensuring continuous development and improvement in services. Contributing to strategy, performance and quality control and service/financial planning for specialist areas.</td>
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<tr>
<td>Knowledge of services</td>
<td>Exceptional understanding of the breadth of Strategy and the services across the council and a good knowledge of the terminology and acronyms used by the services.</td>
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<tr>
<td>Using systems effectively</td>
<td>Advanced skills across corporate performance management, committee services</td>
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### Specific Tasks

| **Team work and working with others** | Ensuring that the specialist teams work collaboratively across the Council to provide a seamless service to customers, collaborating on strategy, corporate projects and managing key relationships with customers across the Council and other stakeholders as appropriate. Lead and manage the specialist team setting clear targets and objectives, managing workflow proactively, manage priority and functional performance. |
| **Processing and administration** | Manage budgets across the service. Accurately update all relevant information systems, both customer and back office ensuring that the "golden customer record" is maintained through verification and validation and in accordance with Data Protection principles. |
| **Performance** | Lead, develop and manage the team's performance and quality control KPI's to ensure service delivery targets are met. Promote an organisational culture that empowers and motivates staff and achieves good communication, positive employee relations and effective employee development. Provide staff with positive leadership, guidance, coaching, direction and motivation that harnesses the strengths and talents of individuals, achieves their maximum contribution to the organisation and promotes their personal development. |

### Qualifications

Educated to degree standard and professionally qualified and/or equivalent experience in specialist area: Strategic Business Planning / Performance & Programme Management / Governance & Committee Services.

### Knowledge, Skills and Experience

Extensive working knowledge of working practices/ methodologies of at several specialist areas, Strategic Business Planning, Performance & Programme Management, Governance & Committee Services. Working knowledge of legislation and developments in several specialist areas.

### Specialist Knowledge

In-depth understanding of several specialist areas, being qualified in at least one or two areas:

- Strategic Business Planning
- Performance & Programme Management
- Governance & Committee Services
Special Requirements

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<tr>
<th>Emergency Planning</th>
<th>This post will be on occasions required to take part in the Council’s emergency planning training and may be called upon in the case of such an emergency. Where necessary this will include unsociable hours.</th>
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</table>
| Election Duties   | This post will, on occasion and with reasonable notice, be expected to assist with election duties as required and this will include working unsociable hours.  
A separate payment for election duties will be made as determined by the regional Elections Committee. |

Standard Terms

1. To comply with appropriate legislation, service and Council policies.
2. All employees have responsibility under the Health and Safety at Work, etc. Act 1974. These responsibilities are laid out in the Council’s health and safety policy and procedures.
3. To support and be committed to the Council’s policy on safeguarding and promoting the welfare of vulnerable groups including, young children and adults and expects all staff and volunteers to share this commitment.
4. To support the Council’s equalities and diversity policies.
5. To operate within the Council’s IT policies and data protection rules and regulations.
6. To operate within the Council’s financial regulations.
7. Manage budgets and resources ensuring that they are deployed effectively with robust internal controls and compliance with relevant regulations, policies and guidelines.
8. To participate in internal committees and departmental working parties to ensure continuous improvement as required.
9. Any other reasonable duties as may be required from time to time.

Competency Framework

Central to the delivery of the role are the Council’s values and behaviours and all employees are expected to work within the Council’s Competency Framework. These are shared by all employees and applied to everything we do. The points for each competency are shown below:

<table>
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<tr>
<th>Maldon behaviours [competencies]:</th>
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<tr>
<td><strong>Core Competencies - All Workforce</strong></td>
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<tr>
<td>Communicating</td>
</tr>
<tr>
<td>Managing and Leading People</td>
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<tr>
<td>Customer Focus</td>
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<tr>
<td>Planning and Managing Work</td>
</tr>
<tr>
<td>Analysis and Problem Solving</td>
</tr>
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<td>Initiative and Decision Making</td>
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<tr>
<td>Developing Self</td>
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</table>
Leadership Competencies

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<tr>
<th>Providing Direction</th>
<th>Shaping a vision and environment that enables, inspires and influences others, providing them with a clear sense of direction and purpose.</th>
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<tr>
<td>Collaborative Working</td>
<td>Developing alliances and engaging effectively with partners and stakeholders for the benefit of the Council.</td>
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<tr>
<td>Change Management</td>
<td>Embracing change and continuous improvement for a more effective Council.</td>
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<tr>
<td>Achieving Success</td>
<td>Providing excellent leadership to help others perform at their best and create effective and efficient service delivery.</td>
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All employees are expected to be flexible in undertaking the duties and responsibilities attached to their role and may be asked to perform other duties, which reasonably correspond to the general character of their role and their level of responsibility. All employees are required to be flexible to undertake out of hours work as required, meetings outside office hours will be routine and officers will be expected to attend. This job description will be supplemented and further defined by annual objectives which will be developed in conjunction with the postholder.

This job description will be subject to regular review and the council reserves the right to amend or add to the details.

Key Policies

We are an equal opportunities employer and therefore all staff are expected to comply with our equality policies and help create a work environment in which everyone is treated with dignity, respect, courtesy and fairness. You are also expected to fully comply with health and safety policies and procedures in force to help maintain and develop a safe working environment. In pursuing a practice of continuous improvement and seeking to obtain best value in all aspects of the service, staff will be expected to assist in other such duties as may be allocated for the benefit of the organisation and their own personal development. Staff will be expected to assist if the council has to deal with the results of a civil emergency.

This post is not a politically restricted post.