LONDON BOROUGH OF BRENT
HEAD OF CIVIC ENTERPRISE – REGENERATION

CANDIDATE INFORMATION PACK

June 2016
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About Brent Council

Our Vision

Our vision is to make Brent a great place to live and work, where people feel that they have opportunities to change their lives for the better. We want to help ensure that residents feel that they and their children are safe and cared for and can achieve well, and that they receive excellent services when they need them. We are working for a Brent where business and enterprise can prosper and where local people can find employment. We are building a Brent with plentiful access to arts, leisure and cultural activities and where people from different backgrounds feel at ease with one another; a place where the principles of fairness, equality, good citizenship and respect for people and place are valued.

We intend to achieve this vision, even in the context of some of the most pressing financial challenges experienced in public services for decades.

This ambitious vision can be achieved if everyone with a stake in the borough works together with a clear focus on our common goals and we make the best possible use of our resources. We must find new ways of doing things if we are to maintain high standards of service in the face of rising demand and falling funding. We will have to stop doing things when they are no longer effective when their funding can be spent better elsewhere. Our services will have to be more targeted, tailored and localised; and we will have to work much more in partnership.

Council Departments

In the structure of the council, after the elected representatives, the council is organised into departments.

These are:

- **Chief Executive’s Department** which drives the strategy, planning and performance for the whole council, making sure that we’re all pulling in the same direction
- **Children and Young People Department** has the responsibility for improving outcomes for all Brent’s children, particularly the most vulnerable.
- **Community Wellbeing Department** brings together adult social care, housing, public health and cultural services, and will contribute to improving health and well-being outcomes for our residents, particularly better targeting resources towards support for vulnerable people.
- **Regeneration and Environment Department** brings together all regeneration, environmental infrastructure services, public realm and regulatory services, as well as our work on employment and skills.
Political Make-up

We have 63 councillors (also known as members) who are elected across 21 wards. The Full Council of 63 councillors is responsible for agreeing the main policies and priorities for all services, including the council’s budget. They meet eight times a year and meetings are open to the public. To view each Councillor’s profile, please click here.

The people who stand for election as councillors may belong to one of the national political parties or to a local political party, or they may be completely independent of a political party.

The current political make-up of Brent is:

- **Labour**: 56 elected members
- **Brent Conservatives**: 3 elected members
- **Conservatives**: 3 elected members
- **Liberal Democrats**: 1 elected member

The council has a Leader who comes from the majority party. The Leader of the council is **Cllr Muhammed Butt**. The Leader is responsible for forming a Cabinet which is responsible for implementing the council’s policies. The members also choose a **Mayor** for Brent each year who promotes Brent locally, nationally and internationally. The current Mayor of Brent is **Cllr Lesley Jones**.
Corporate Management Team

The corporate management team is comprised of the Chief Executive and four Strategic Directors, who lead the council's departments.

The Chief Executive and Strategic Directors are responsible for ensuring that services are delivered in accordance with strategies and policies agreed by the council and in the best interests of the community.

They also play a fundamental role in determining the strategic direction of the council and makes sure we reach our goals.

To view Brent Council's Structure Chart, please click here.

Members

Chief Executive - Carolyn Downs

Carolyn Downs is Brent Council’s Chief Executive, having taken up the position in September 2015.

Prior to her appointment, Carolyn was Chief Executive at the Local Government Association and has also previously served as chief executive of the Legal Services Commission, chief executive of Shropshire County Council and as deputy permanent secretary and director general at the Ministry of Justice.

At Brent, she is the principal policy advisor to the council and the senior manager with responsibility for running the council on a day-to-day basis, including overseeing the council's annual expenditure of around £1 billion.

Carolyn also has overall responsibility for the work of 6,500 staff (including school staff) in more than 200 workplaces providing hundreds of services to Brent’s residents.

As the statutory Head of Paid Service, Carolyn works closely with elected councillors to deliver leadership and strategic direction to the whole organisation.

She is also responsible for leading and developing strong partnerships with a wide range of national, regional and local agencies.
**Strategic Director, Children and Young People - Gail Tolley**

Gail Tolley is the Strategic Director, Children and Families.

She is also the statutory director for Children's Services in Brent.

Children and Families provides education services for children, families and schools together with services for the safeguarding and protection of vulnerable children, including those who are in need.

The department has around 900 staff and an annual net budget of approximately £57 million per year.

In addition, the department sets and monitors the budget for schools of around £220 million per year.

Gail is also responsible for ensuring that all council services (including housing, environmental, cultural, sports and leisure) and all other public services in Brent, such as health and the police, work together to improve the lives of children.

She leads the work of Brent Children’s Partnership which comprises the leaders of services for children across Brent.

The partnership produces an annual plan which identifies how services will work together and sets improvement targets to enable children to achieve their best and to be healthier and safer.

The partnership includes schools, the College of North West London, children and family centres, housing, libraries, sport and leisure, police, health services, probation services, employment services and voluntary sector services.

**Strategic Director, Community Wellbeing - Phil Porter**

Phil is the Strategic Director of Community Wellbeing and took on these wider responsibilities in January 2015, after being appointed to the previous position of Strategic Director Adult Social Care in March 2013. Prior to that, he was the head of Reablement and Safeguarding in Adult Social Services.

Community Wellbeing brings together adult social care, housing, public health and cultural services, and will contribute to improving health and well-being outcomes for our residents, particularly better targeting resources towards support for vulnerable people.
Strategic Director Regeneration and Environment – Amar Dave

Amar Dave is Brent Council’s Strategic Director for Regeneration, Growth and Environmental Services, having taken up the position in June 2016.

Prior to his appointment at Brent Council, Amar was Rochford District Council’s Chief Executive, a position he has maintained since 2013. He has previously served as the Corporate Director for Environment, Culture and Transport at Reading Borough Council and has a wealth of experience managing front-line council services, including highways, transport, planning, environment, housing, arts and heritage.

The Regeneration, Growth and Environmental Services Department at Brent brings together all regeneration, environmental infrastructure services, public realm and regulatory services. Employment and skills will remain an integral part of the Department. This will bring the services together that ensure the delivery of the Council’s priority, ‘A Better Place’.

Strategic Director of Resources – Althea Loderick

Althea Loderick is Brent Council’s Strategic Director of Resources, having taken up the position in June 2016.

Althea joined Brent from Waltham Forest, where she was the Chief Operating Officer responsible for a range of corporate services, libraries and transformation. She was previously the Director of HR and Transformation. Althea has previously worked as a service director in a national policing role, where she led workforce policy, strategy and modernisation affecting almost a quarter of a million employees in policing across England and Wales.

The Resources Department comprises the following areas of responsibility: Finance, Legal, HR, Digital Services (excluding Information Governance) Customer Services, Facilities Management, Conferences and Events, Strategic Property and Commercial Services.

The Strategic Director, Resources will be able to provide an overview of the Council’s resource and asset base, these being money, people, property and information technology and manage these to ensure that the priorities of the Council are appropriately resourced.
The Cabinet

The Cabinet is made up of the Leader of the Council and other senior councillors (Cabinet Members).

The Cabinet provides political leadership and strategic direction for the council, both within individual portfolio responsibilities and as part of their corporate responsibilities.

They take an active approach to ensuring that decisions made by the council are informed both politically and administratively and the council's executive decisions are collective and made by the cabinet.

Cabinet Members are each democratically accountable to the public and are the public face of the council. As such they act as ambassadors for the council's work in improving Brent.

Members

Leader of the Council - Councillor Muhammed Butt

Responsible for:

- Oversight of all major policy
- Resources –(HR/Legal/Property
- Member services
- Mayor's Development Corporation (MDC)
- West London Alliance (WLA)
- Strategic relationships with business
- Communications

Deputy Leader - Councillor Margaret McLennan

Responsible for:

- Finance
- Community planning, partnership
- Performance
- Procurement
- FOIs
- ICT
- Voluntary sector
- Equalities
Cabinet Member for Regeneration, Growth, Employment and Skills - Councillor Roxanne Mashari
Responsible for:

- Development policy
- Planning Policy
- Physical regeneration
- Skills
- Business growth and support
- Employment growth

Cabinet Member for Environment - Councillor Eleanor Southwood
Responsible for:

- Public Realm
- Environmental enhancement
- Carbon reduction /sustainability
- Transport and transportation
- Parking
- Street lighting
- Highways

Cabinet Member for Children and Young People - Councillor Wilhelmina Mitchell Murray
Responsible for:

- Schools
- Early years
- Children social care
- Youth

Cabinet Member for Community Wellbeing - Councillor Krupesh Hirani
Responsible for:

- Health and Wellbeing Board (HWBB)
- Adult Social Care (ASC)
- Public Health
- Sports & Leisure
- Health and social care integration
Cabinet Member for Housing - Councillor Harbi Farah
Responsible for:

- Housing policy
- Private sector housing
- Housing management
- Landlord licensing
- BHP and other housing providers
- Welfare reform

Cabinet member for Stronger Communities - Councillor Michael Pavey
Responsible for:

- Community Cohesion, Safety & Resilience
- Licensing & Trading standards
- Registration & nationality
- Building Control & Environmental Health
- Prevent
- Libraries and Culture
- Customer Services
- Digital by default
- Civic Enterprise

Useful Links and Further Information:
For further information on Brent Council, please see the following links and documents:

- Corporate Plan 2015/16
- Brent Borough Plan 2015/19
- Equality Strategy 2015/19
- Brent Council’s Structure Chart
- Brent Council’s Website

To visit Brent Council’s website, please click on the following link:

www.brent.gov.uk
About Brent

Welcome to Brent - a fantastically diverse and vibrant London borough where the iconic arch of Wembley Stadium dominates the skyline. From Kilburn and Park Royal in the south, to Queensbury and Northwick Park in the north, it is a borough of stark contrasts in terms of its economic, environmental, ethnic and social make up. Brent spans two distinct areas: the densely populated inner city, and leafy outer London suburbia.

The borough is home to a young and growing population. It is also a place where acute economic challenges persist and is ranked amongst the top 15% most-deprived areas of the country. Long-term unemployment, low average incomes and a reliance on benefits and social housing are common in the borough and the impact of this is particularly felt by young people: with a third of children in Brent living in a low income household and a fifth in a single-adult household. Over 120 languages are spoken in the borough by approximately 289,000 people. Black-minority-ethnic communities make up more than 70 per cent of residents.

Brent has a long history as a location for events on the world stage. Sports and music events have seen millions of people walk along Olympic Way (often referred to as Wembley Way) on their way to the stadium or Wembley Arena and we are lucky to have some of the best road and rail transport links in London. Our infrastructure and amenities make us an excellent strategic location for business.

The spectacular Swaminarayan Hindu Temple, is located in Neasden and is a traditional place of Hindu worship designed and constructed entirely according to ancient Vedic architectural texts – using no structural steel whatsoever. Constructed from 5,000 tonnes of Italian Carrara and Indian Ambaji marble and the finest Bulgarian limestone, it was hand-carved in India before being assembled in London. Brent’s diversity is evident to all who visit our borough and our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here. We have an excellent reputation for fostering and celebrating community cohesion and this continues to grow. We are also proud of our award winning green spaces and a social scene that offers a great day or night out whether that means sport, restaurants, bars, cinema or theatre, to name but a few.
About this role

Like every local authority, Brent faces significant financial challenges. The Brent 2020 programme has been established to respond to these. You can find out more about Brent 2020 here:

Brent Connects Presentation.pptx

Part of our response is the creation of a Civic Enterprise Board which is looking at a wide range of initiatives to generate additional income for the council – from energy, to fees and charges, events and marketing, to advertising. Council staff have been engaged in an ideas festival that generated over 350 opportunities to generate additional income.

Our Building Control and Pest Control Services already generate revenue but we believe that they could become more commercial. We have therefore created a Service Head role to lead and manage the teams, assess their potential and bring forward clear business plans setting out the direction for the future. The role will steer business as usual as well as re-visioning business as different, looking at the possible markets and opportunities for development working closely with our expert staff and teams.

The Service Head will also get involved in the wider Civic Enterprise and commercial agenda. It’s a new role which will be shaped by the experience and ambition of the successful candidate, playing a key role in Brent 2020.
### Job Description

**Senior Manager**

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Head of Civic Enterprise - Regeneration</th>
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<tbody>
<tr>
<td>Department</td>
<td>Regeneration and Environment</td>
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<tr>
<td>Section</td>
<td>Regeneration</td>
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<tr>
<td>Grade</td>
<td>Hay 5</td>
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<tr>
<td>Reports to</td>
<td>Operational Director Regeneration</td>
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<tr>
<td>Staffing Responsibility</td>
<td>3 Direct reports</td>
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<td></td>
<td>Total staff group of initially up 20 but subject to increases</td>
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</tbody>
</table>

#### Organisation

*Please attach organisation structure.*

#### Job Purpose:

1. To establish a corporate framework for identifying and developing new services for trading commercially.

2. Contribute to the work of the Civic Enterprise Board through generating interest and support in commercialising services, innovating new service ideas, supporting their development and diversification and expansion of existing services.

3. To evaluate existing council services with potential for commercialisation, develop robust business cases and implementation plans for business transformation into a traded business units.

4. Identify and assess suitability of services initially within Regeneration & Environment that could be commercialised.

5. Manage the Building Control Service and lead on securing Approved Inspector status and commercialising the service.

6. Set up a commercial trading arm with appropriate governance structures to allow ability for the council to offer services commercially and grow.

7. Lead and manage a portfolio of commercial services within the framework set by the council, ensuring the council continues to meet its statutory responsibilities, income and social objectives.

8. Design and implement marketing campaigns to win new business.
Dimensions:

- Revenue budget: £1m expenditure £1.2m Income (initially)
- Management of portfolio of traded and non-traded services: initially building control
- Significant corporate and political performance oversight
- Entrepreneurial and results driven
- The role and responsibilities of this job will expand with time as more services are traded. The grade reflects the scope of the post managing at least 10 such services.

Principal Accountabilities:

1. Work collegiately with colleagues on the Senior Management team (SMT), and make a proactive contribution delivering departmental and corporate objectives.
2. Lead and manage a portfolio of customer focused services in alignment with both corporate and departmental aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with the Operational Director to support effective working relationships with relevant portfolio holders.
5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
6. Lead and manage a suite of services (listed below) ensuring effective management of strategic finance; business planning; budgets; people and performance and customer needs delivered through well trained motivated staff working effectively as teams focussed on providing excellent customer service.
   - Building Control
   - More services will be added
7. Contribute to the Councils Civic Enterprise objectives through the implementation of strategies and plans to transform existing services to deliver profitably under a traded services environment.
8. Take responsibility for services corporately agreed to move to traded services (initially Building Control) and place them on a more commercial basis adding value to our existing client base and developing new customers.
9. Undertake research and market engagement to identify and evaluate commercialisation opportunities for existing services and developing new services.
10. Work with Service Heads to develop plans for growth through expansion/diversification to generate additional net income.
11. Lead on the robust scrutiny of business plans, ensuring required margins are likely to be met.
12. Enlist support and secure advice from service heads and professional advisors as required and ensure relevant learning is disseminated across the organisation.
13. Undertake effective marketing of traded service to win new business.
14. Ensure that the Councils are compliant with legislation for services moving towards traded service provision.
15. Develop a performance management framework for reporting, monitoring and evaluating performance traded services and managing risks.
16. Ensure the staff are trained and developed to meet current and future service needs.
17. To produce a fully resources and costed annual business plan incorporating changes to the Civic Enterprise traded services environment.
18. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
19. Carry out duties with due regard to the council’s customer care; equal opportunities; information governance, data protection and health and safety policies and procedures.

20. Undertake any other duties commensurate with the general level of responsibility of this post.

**Job Context:**

- Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of a high performance team.
- Lead role in the development of the council's services in this area.
- Operates within a framework set by Corporate and Departmental Management teams but with considerable freedom to shape services.
- Leads on policy and development and ensures implementation of new legislative requirements.
- Ensures high professional standards.

**Additional Information:**

- Dynamic changing environment
- Additional services will be introduced with direct management as they become ready for traded services

**DBS Status**

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**Politically Restricted**

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Job Knowledge, Skills & Experience:

Specify the qualifications, experience, skills and abilities required.

All criteria are essential

Knowledge and Qualifications:

- Degree level qualification or relevant equivalent experience
- Evidence of significant relevant Continuing Professional Development (CPD).
- Knowledge of regulatory requirements for business start-up and ongoing management.
- Knowledge of managing budgets within a P&L account and/or local government setting
- Knowledge of Public sector procurement process, rules and regulations; i.e. OJEU
- Knowledge of local authority governed company structures including Teckal limitations

Experience:

Track record of achievement at a management level in a similarly large and complex organisation including:

- Delivering customer focused services and service improvements managing demands and pressures on the service and tight deadlines
- Ensuring that the service is effectively resourced to deliver to the required standard
- Planning for a minimum of five year anticipating priorities, changing landscape and predict the future service;
- Substantial direct experience within local government of successfully developing and managing income generating services (preferably regulatory services), marketing and new business generation
- Demonstrable achievement of collaborative working with services across the organisation and external providers to develop services for commercial trading.
- Strong record in business management successfully delivering profits, growth and diversification
- Track record of developing and growing sales with experience of key accounts management and new business generation
• Track record of influencing staff and decision makers to engage in change initiatives including culture, established processes and procedures

Skills and Abilities:

• Strong Leadership and management skills including people, performance and budget management
• Communication, negotiating and influencing skills
• Work collaboratively corporately and departmentally creating a strong team spirit
• Strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism
• Strong ability to translate requirements and manage process for accreditation and corporate membership (for example Approved Inspector in Building Control)
Terms and conditions

Salary: £61,360 - £71,959

Contract: One year renewable contract

Annual leave: 32 days plus leave on all recognised public and bank holidays

Pension: Local government employees have access to very attractive pension arrangements.

The main scheme is the LGPS scheme but there are opportunities to increase benefits by adding other schemes such as AVCs and stakeholder pensions. The link below provides more information.

http://www.mylgspension.co.uk/member-information/member-information/active-member/increasing-your-benefits.aspx

Location: Brent Civic Centre, Wembley and other locations from time to time.

Other benefits include:

- An attractive employment package is offered that supports the values and wellbeing of everybody working at Brent. Brent offers:
  - flexible working arrangements,
  - a wellbeing programme,
  - access to discounts in a wide range of services including travel, retail, entertainment and sports facilities.
How to apply

To apply for this role, please provide an up to date CV and supporting statement. The supporting statement should explain how you believe your skills and experience match the requirements of the post as outlined in the person specification. Your statement should also explain your motivation for applying for this post and joining Brent Council.

Please email your application to: brent@bloomsburyresourcing.co.uk

The closing date for this role is **5:00 pm on Friday, 15th July 2016**.

Longlisted candidates will be invited to a preliminary interview in the week commencing 25th July 2016.

For a confidential discussion about the role please call Shahidul Miah on 07581 230 171. Bloomsbury Resourcing will, of course, respect the privacy of any conversations regarding the post.

**Timetable**

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<tr>
<td>Closing date</td>
<td>5:00 pm on Friday, 15th July 2016</td>
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<tr>
<td>Preliminary interviews</td>
<td>26th and 27th July 2016</td>
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<tr>
<td>Final Panel interviews</td>
<td>week commencing 8th August 2016</td>
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