### **Role Purpose**

As the Executive Director Place, lead a portfolio of services to improve service delivery and develop synergies between the services, while fostering a culture of excellence and collaboration within the organisation.

Be accountable for ensuring operational excellence for a range of high-profile public services. Ensure that the Council's most prominent and widely used services operate with the highest degree of effectiveness, and that customer service provided to residents and their elected representatives is of the highest quality.

This is a key systems leadership role, bringing together and influencing partnerships across Surrey to ensure that critical functions including Highways, Infrastructure and Planning, Economy & Growth, Land & Property, Environment and Waste are managed and delivered efficiently, innovatively and sustainably. It will ensure the Council’s strategic priorities are met in addition to ensuring they contribute to those of key stakeholders and partners. The role is also responsible for contributing to the growth plans of District and Borough councils.

**Operating context**

The county council is entering a period of change in its strategic leadership. A new Chief Executive joined in August 2024 and the leadership team and structure of our directorates have been reshaped to align to our strategic vision and priorities.

As part of the Corporate Leadership Team (CLT) the postholder will provide expert professional advice to the Chief Executive, Leader and member portfolio holder(s) and work with other Executive Directors and Directors to engage Cabinet, partners, and colleagues across the organisation to set and deliver this strategic vision.

They role model the council’s behaviours and leadership expectations, ensuring that all approaches and outcomes are consistent with organisational and public service values, and they work to empower and embed a culture of outstanding performance.

The post holder has direct line management for 8 functional leads who are responsible for over 800 employees.

* Director Highways and Transport
* Director Infrastructure and Major Projects
* Director Planning and Placemaking
* Director Environment
* Director Land and Property
* Director Economy and Growth
* Director Waste
* Head of Operations

The role has revenue budget accountability of £187.3m and capital budget of £384.5m with significant opportunities to influence the wider organisational spend through the initiatives delivered within their portfolio.

### **Specific Role Accountabilities**

1. Provide leadership that ensures the delivery of the Council's objectives for Place, developing the synergies between functions and managing effective partnerships with others across the county to improve public satisfaction with our services, always seeking to deploy best practice and innovation through our contracted services.
2. Build strong commercial capabilities, coupled with robust programme and project management structures to enable the effective management and value delivery of existing contracts as well as the procurement of new commercial arrangements. Act as a strong, intelligent client, using the best data, evidence and benchmarks to determine and deliver ongoing benefits for the Council.
3. Be accountable for high quality delivery of the county’s highways services and infrastructure (including street scene, verges etc) as strategic client for our major contracts and programmes; determining the quality, standards, resources, and investment required to maintain our assets and promote excellent customer satisfaction.
4. Work in partnership with the Strategic Director Customer Services to ensure there is a seamless, efficient, end to end, 24/7, technology enabled responsive services for our customers, taking shared accountability for achieving agreed satisfaction and impact ratings.
5. Work at national, regional and sub-regional level, through effective partnerships and networks, to agree strategic transport and infrastructure priorities, securing the long-term investment to deliver them.
6. Develop the Council’s strategic position in relation to aviation, rail, road travel, working with key partners (e.g. Heathrow and Gatwick airports) to secure the best outcomes for residents and businesses in the county.
7. Provide leadership for the delivery of safe, integrated transport services that improve the travel experience for residents and businesses in the county, making journeys more predictable, affordable and responsive.
8. Oversee effective and timely delivery of planning, including development management, relevant planning policy and Transport Development Planning services so the Council can enable continued growth and prosperity.
9. Develop and maintain the capabilities and capacity, either in house or through commercial arrangements to plan, design and execute agreed major infrastructure and investment projects to time and budget.
10. Be accountable for waste disposal and management services, contracts and infrastructure, working closely with the commercial providers and with district and borough councils to minimise and dispose of waste and increase recycling.
11. Provide leadership to ameliorate the impact of climate change, working with residents and partners to be a centre of excellence and innovation, responding to national and local strategic priorities in relation to the environment.
12. Provide leadership for the development of services for the management of Surrey’s countryside, working with public, private and voluntary sector partners, to enhance the landscape, biodiversity, public access and enjoyment of open spaces, and support rural economic activity.
13. Make best use of new technologies, digital transformation and automation to improve the experience for our residents; anticipate the impact of innovations, for example autonomous vehicles, drone drop logistics and SMART city design, on our strategies, policies and practice.

1. To deliver the Council’s economic growth plans and business-facing support services like the Council’s Growth and Careers Hubs, in partnership with business, communities and anchor institutions.
2. To lead the implementation of strategies and programmes so that confidence and trust is secured and maintained in a belief that Surrey is a great place to live, work and do business in.
3. Develop, in partnership with district and boroughs as well as other key colleagues, strategic partners and investors, the financing instruments that could achieve agreed infrastructure and growth outcomes.
4. Be accountable for the leadership of major strategic programmes and initiatives as agreed with the Chief Executive and Leader, whilst ensuring operational effectiveness and excellence.

### **Leadership Accountabilities**

1. Lead by personal example and champion compassion and diversity, working inclusively with diverse stakeholders and delivering equitable services for residents that respect and value difference.
2. Lead and inspire staff and stakeholders, in line with the council’s leadership values and accountability, promoting a culture of ambition, performance excellence and accountability aligned to public values and The Surrey Way.
3. Shape and deliver the council’s guiding mission and strategic vision in collaboration with Cabinet, partners, and leadership to drive sustainable public service reform plans for the directorate and the organisation.
4. Innovate for efficient and dynamic future delivery models, proactively collaborating with others to improve outcomes for Surrey residents.

### **To operate effectively in this role, you will need:**

1. Substantial and robust senior management experience in a similar range of services, in a large and complex business environment.
2. Extensive knowledge of the operating context and issues facing local government and the wider economy as well as within the designated functional areas.
3. Substantial knowledge of policy, practice and delivery in the relevant services covered by the Place Directorate.
4. Demonstrable experience as an exemplary people leader able to provide visible and dynamic leadership and embed a culture of performance excellence and accountability.
5. Credibility and an authoritative and influential approach, able to collaborate across service and organisational boundaries to drive innovation.
6. To be politically astute at the highest level and able to work and deliver complex policy areas in a political environment.
7. Substantial experience, evidenced by a solid track record of success, leading a significant organisational function or service in a highly complex environment.

1. Experience of planning, designing and executing major infrastructure and investment projects.
2. Demonstrable experience of improving customer experience in similar portfolio of services.
3. Up to date professional knowledge base of the key areas relevant to the role and insight into the relationship between different fields.
4. Ability to balance strategic leadership and direction with effective operational management across a wide range of service environments.
5. Ability to foster an open and trusting culture with the ability to lead change through others and inspire high levels of performance.
6. Authoritative and influential with highly developed relationship management and networking skills, and the ability to foster joint working across service and organisational boundaries for the benefit of residents and communities in Surrey.
7. Excellent analytical thinker able to apply a significant degree of evaluative judgement and provide practical and creative solutions.
8. Able to identify economic, market and customer issues and use these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and to embed a culture of value for money to meet strategic priorities.
9. Ability to establish robust programme and project management structures; to deliver complex infrastructure, construction and service management contracts.
10. Outstanding commercial aptitude; ability to spot opportunities and translate them into viable schemes and solutions.
11. As a professional expert in their field, ability to develop Directorate strategy and represent the council at a national level.

1. Commitment to Surrey County Council’s values and behaviours and equal opportunity policy, with an ability to demonstrate personal leadership on the importance of diversity.

### Other requirements

1. Politically restricted officer post.
2. Participate in an on-call rota - be available if required to maintain key service delivery and in the event of a serious incident.

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**Reason for evaluation**

Creation of a new post as part of a review of Senior Leadership arrangements.