



**North Kesteven District Council**

**Head of Environment & Public Protection**

**Candidate Information Pack**

**April 2017**

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**Welcome Letter and Introductory Video**

**Overall context**

As a council, we have a sound and clear vision, and a strong/ambitious plan for how we want to shape the Council over the next three years. That plan is based around priorities focusing on economy, housing, community and ensuring the on-going viability of the Council. This gives every employee and our elected members clarity of purpose over the next three years.

**Political context**

There is strong cross-party consensus for the three-year plan in a council where members chart the direction, strategy and vision. We have a new council leader in place, who is keen to build on the solid performance and reputation of NK and take it into an exciting new era. Traditionally, we have been a politically stable council; the previous leader announced her retirement recently, after holding the role for 15 years, with 33 years experience as an elected member. The political mix is currently 28 conservative and 15 independent, split into four groups. Our next elections are due in 2019, when all seats will be up for election.

We operate under what is known as a ‘strong leader’ model, with an executive and three scrutiny committees

**Highlights**

* We have a sound and viable finance strategy that supports our development plans for the next three years; the period after that is, of course, challenging, but allows us three years to prepare
* NK has been deemed the safest council in England for the third year running
* We have a series of exemplar housing schemes (both refurbishment and new build)
* We have created a new joint venture housing company (Lafford Homes)
* We are building a new £4m Depot
* Our Council Tax policy is focused on growing business rate and revenue generation
* Our Local Plan is about to be formally adopted and covers three districts – Lincoln, West Lindsey and NK
* We have a very strongly proactive approach to partnership working
* We have a strong leadership and management team, and we have achieved Investors in People (IiP) status
* Our capital programme over the next three years is £53.5m
* We are a national obesity pilot (one of only four chosen this year), exploring a systems approach, working with local health bodies and Public Health England

**Please** [**click here**](https://www.youtube.com/watch?v=Bt8V2QpmIgw) **for an introductory video from Ian Fytche, Chief Executive, talking further about the role.**

**About North Kesteven District Council**

The District of North Kesteven is a large, diverse, rural area, stretching from the Witham in the east almost to the Trent in the west and from the sparsely populated villages to the south of Sleaford to the more densely-populated Lincoln fringe in the north.

North Kesteven is one of seven districts in Lincolnshire and covers an area of 92,244 hectares (356 square miles). The District is characterised by small settlements and large areas of arable farmland; 90% of land in the district has been classified as agricultural.

There are around 100 communities in the North Kesteven District. The population of the District is 109,906 (Office for National Statistics mid year population estimate 2013). There are two towns with approximately 17,671 people in Sleaford and 13,884 in North Hykeham (Census 2011). Almost 40% of North Kesteven’s residents live in communities in the Lincoln “fringe”, the area immediately surrounding Lincoln City (including North Hykeham) and about 15% live in Sleaford. Of the remaining 45%, about half live in 57 communities with fewer than 1,000 people and the other half live in communities, not in the Lincoln fringe, with more than 1,000 people.

The Council has earned a reputation in recent years for ambitious growth and investment and has seen particular development in the field of creative and environmentally focused businesses, which has benefitted both the Council and the area, both financially and in terms of much needed employment. The Council is widely recognised as a high performing, value for money organisation, and in particular for the quality of services it delivers. Despite this progress, the Council still faces many challenges over the next few years.

The District has lower house prices than the national average which helps to attract people into NK, but has the effect of pricing many local people out of the housing market. The challenge is to ensure the provision of low cost affordable homes suitable for all sections of the community and providing a range of tenures. The draft core plan for Central Lincolnshire includes policies for affordable housing, based on an aspiration for 20% affordable housing. The rising cost of fuel for homes and cars is driving fuel poverty in NK, whilst the UK commitments to reducing carbon footprint, moving towards a low carbon economy and developing renewable energy is a key area of focus for the district. Minimising waste and maximising recycling remain significant priorities, and maintaining a clean, green and safe environment is a key issue. The particular challenge will be to promote low cost solutions, which combine low carbon approaches with a reduction in cost for residents and businesses.

The Council is also recognised for innovation in delivering challenging priorities for the district. NK was the first council in the country to achieve 50% recycling, and the first to build energy efficient straw-built council houses.

NK’s Corporate Plan 2016-19 ([available by clicking here](https://www.n-kesteven.gov.uk/your-council/facts-and-figures-about-the-council/council-performance/the-nk-plan-2016-19/)) sets out to deliver effective & efficient public services that meet the needs and priorities of local people and support growth in the district. A range of services are currently commissioned in partnership with the private sector (leisure services, recycling, housing repairs) as well as other public sector organisations (council tax, NNDR, benefits, waste, procurement, legal services).

Finally, the Council’s philosophy is that of a partner and a community leader, working to ensure that North Kesteven continues to be a great place to live, work and visit.

**Please see the end of this pack for links to additional information.**

**THE ROLE**

**PURPOSE**

**Specifically:**

* Lead a number of statutory functions in an effective and efficient manner
* Enhance the environment and protect public health

**[For more information on the key purpose, see the divisional service plan, available from the Dropbox folder linked at the end of this pack]**

**KEY PRIORITIES/OBJECTIVES**

**Immediate**

* Undertake a review of current fees/charges, ensuring that NK’s are in line with other comparable authorities, and optimising the overall return for the Authority
* Undertake a review (and take action where necessary) re contamination levels around recycling and waste services
* Undertake a service review of our building control and fleet management functions, ensuring they are fit for purpose and making such changes as are necessary
* Take the lead on and closely monitor the development of our new depot

**Medium/Longer Term**

* Re-letting of some important contracts (especially grounds maintenance and street cleansing) will be coming up; this will be a major piece of work
* Contribute to the development of a potential joint waste partnership (NKDC is the lead authority), exploring how we can work closer together with neighbouring and peer organisations

**KEY RELATIONSHIPS**

# Role reports to:

* Karen Bradford, Deputy Chief Executive

**Other key relationships**

* Internally
  + Property services re buildings & dangerous structures
  + The Economic Development Unit re links with business & development management
  + Housing re strategic housing, some delivery re private landlords, and enforcement
  + Key council members
* Externally
  + The County Council
  + Other district councils in Lincolnshire
  + Police
  + The social enterprise partnership (Hill Holt Wood), which operates a number of our services

**THE TEAM SUPPORTING THE ROLE**

* A team of 3 managers
* 104 full-time equivalent staff, 64 of whom are in the refuse function

**PERFORMANCE IN THE ROLE WILL BE JUDGED BY:**

**Hard criteria**

* Clear evidence of success in leadership of the new depot development, which is a £4m capital development project
* Evidence that all key projects are being effectively led/managed
* Evidence of robust and effective management of a challenging waste service area
* Evidence of financial competency through successful management of annual income of around £1.3m, which should be capable of growth over time, plus a £4m capital project

**Soft criteria**

* Evidence, through behaviours and attitude, of a clear and shared understanding and buy-into of North Kesteven’s values
* The strength of partnership working, and feedback received from partners and colleagues
* Embedding attitudes of joint working and shared delivery throughout the division

# THE PERSON

It is important that in your supporting statement, you seek to address and provide evidence, as far as you can, for each of the criteria identified in Part One of the person specification below. The preliminary interview will further probe these criteria as well as exploring Parts Two and Three.

**Part One**

**Essential experience/track record**

A demonstrable, successful and proven track record of:

* Leading the critical service delivery of waste services across a council
* Leading the delivery of regulated services
* Delivering change management programmes (ideally, truly innovative and transformational in nature and outcomes)

**Desirable – experience that would be superb/great to have, although not strictly essential**

A demonstrable, successful and proven track record of:

* Project management, with a clear understanding of the principles required to effectively manage projects
* Being financially adept and astute
* Being open to new skills development as necessary

**Part Two - ‘Soft’ attributes**

To survive and thrive in this organisation, you must…

* Understand, support and identify with North Kesteven’s espoused values around cooperative working, and/or be willing to adapt to that environment
* Be prepared to work within NK’s strong strategic direction, and be able to and have an interest in contributing to that strategy
* Have an ability to empathise and work with peers in a “no blame” culture
* Hold a strong focus on the customer, and see NK’s citizens at the heart of all we do
* Be ready to have a positive and open relationship with Karen (to whom this role reports)
* Be honest and transparent – no surprises
* Demonstrably be committed to being the best that you can be
* Be focused on delivering the highest quality of work, and work to the highest of standards
* Be well organised and meet agreed deadlines
* And above all, you are both corporate in orientation, as well as a committed and enthusiastic team player

**Part Three**

Separately, we posed a range of questions to Karen, to whom the role reports plus her colleagues on the leadership team:

**Chemistry and ‘fit’**

**What are you, Karen, personally, like to work with?**

* High expectations
* A good communicator
* A strategic thinker
* Leads by example
* Approachable
* Supportive

**What works less well with you?**

* Someone who will not address issues directly, or skirts around problems
* Someone who is not focused on delivery and achieving strategic targets

**Colleagues – what do you think Karen is like to work with?**

* Very enthusiastic (in fact, there is nobody more enthusiastic), and that enthusiasm is reflected in the teams that support her
* Not many folk who don’t enjoy working for/with her
* Enjoys personal interaction with individuals, and likes to work out what motivates people
* Always brings whatever we are doing around to the strategic, and makes sure we’re both focused and on track
* Partnership skills are second to none
* Very supportive; very focused and likes to get to the point sooner rather than later
* As noted earlier, a great eye for strategic direction, but balances that with strong realism/pragmatism re what can actually be done
* Has a real focus on delivering, and holding people to account (in an appropriate manner)
* [Note that she is both Monitoring Officer and Deputy Chief Executive]

**Any other points you want to re-enforce?**

The service needs a person who:

* Has an innovative mind set
* Has mature and well-developed leadership skills
* Is strongly motivated and hungry to do well
* Keen to deliver and embed cultural change – and knows how to do it

**What might this person be doing right now?**

* Most likely to be heading up one of the service areas covered by this post, or leading a waste service in a council
* Less likely to be operating at county level, but we are open to be persuaded; it’s just that a demonstrable ability to lead and manage the workforce is crucial; this is not just a strategic policy role
* Could be an existing Head of Service
  + For whom the notion of coming to live and/or work in this part of the country really appeals
  + For whom the chance to innovate and embed real cultural change into an organisation really appeals
* Could be in private sector waste, but with a clear understanding of environmental health, and both willing and able to make the step into local government

**If this person has all the ‘hard experience’ noted above, then they will likely have many options for their career. In that case, why would they want to come here to North Kesteven and take on this role?**

Any, some or all of the following:

The Organisation

* North Kesteven, as an authority, is very forward thinking
* Local government and the public sector is facing very challenging times, but we always look for opportunities to work within that environment/context to innovate and succeed
* We offer lots of potential to make a real difference for our communities
  + We are ambitious
  + We are financially stable and have the resources to invest
  + This is a great opportunity to deliver something ‘on the ground’
* We have elected members who really are ready to listen and engage
* The role offers you a chance to get your teeth into ‘investing’ into providing safe and secure communities
* We employ high performers and try always to be the best
* Being financially sound allows us the space for innovation and personal development
* We have a strong strategic vision that is approved and supported by the full council, and this is an opportunity to be part of implementing that vision

The Place

* It’s a great area in which to live and work
* There is a great quality of life
* Education/schools are top notch
* House prices are low relative to many areas in England
* We are the safest (in terms of crime) district council in England

The Role

* Professionally and intellectually, there are some key challenges in the services that should engage you sufficiently to come and make a real difference, with a genuine ability to achieve a lot
* We will challenge you constructively, support you, and ensure that you have opportunities to grow within the role
* You’ll be working with a strong peer group, and a good and supportive corporate management team

The Rewards

* The non-financial rewards have been outlined above
* Remuneration is competitive
* We offer a good package to assist in re-location
* Generous terms and conditions; we still have private healthcare, essential car allowance, and a good pension

Health & Wellbeing as an employer

* We take the health and wellbeing of our employees very seriously

# TERMS AND CONDITIONS

**Summary information about the key pay and terms and conditions and associated matters**

**Salary**

A range of £61,294 thru £65,540

**Holidays**

Annual holiday entitlement is 33 days (36 days after 5 years service in Local Government), plus a further 8 public holidays.

**Private Health Care**

You will be entitled to join the Council’s private health scheme.

**Car Allowance**

You will be entitled to an essential car user allowance.

**Pension**

You will have the opportunity to join the Council’s Occupational Pension Scheme (the Local Government Superannuation Scheme).

**Relocation assistance**

* This may be provided depending on individual circumstances.

**HOW TO APPLY**

This guidance contains important information to help with your application.

**General Conditions**

We recognise and welcome our responsibility to remove any barriers in our Recruitment and Selection process for disabled people. We have tried to do this, but if you have a disability and identify any barriers in the job description please tell us of these in your application. We are committed to making reasonable adjustments to the job wherever possible and it would help us to know your needs in order to do this.

**To apply for this role, we would like you to provide the following:**

* A motivation statement (ideally no more than 2 sides of A4), which explains why you are applying for this role and the contribution, style, skills and experience you will bring to it.
* A supporting statement, providing evidence/examples of how you match the three key requirements of the role as outlined in Part One ‘essential’ section of the ‘role profile’, and where possible, the three key requirements of the role as outlined in the ‘desirable but not essential section of the ‘role profile’.
* A comprehensive, up to date and current CV ensuring all gaps in employment and education history are fully explained.
* Contact details of three referees so that we are able to take up your references if you are shortlisted for final panel interview (referees will not be contacted without your permission).
* A completed Equal Opportunities monitoring form (see below). We are keen to ensure that our jobs are accessible to all members of the community and use this data to monitor our progress in doing this.

The equal opportunities and monitoring form can be found at the end of this pack. This is a word document that you need to complete and return to us.

Please ensure you return the above documents by the end of the closing date, Monday 15th May 2017, to **NK1052@davidsonpartners.com**

Following long listing, you will be contacted directly with an update on the status of your application. In line with the timetable below:

* Those candidates who are longlisted will be invited to an initial screening interview with our advisors, Davidson & Partners
* A long-shortlist will then be selected for initial Officer interview plus additional assessment; in advance of this interview, you will also have the chance to have an informal telephone conversation/meeting with Karen Bradford, to whom the role will report
* A final shortlist will then be selected for interview by a panel of elected members.

Please ensure that you let us know in your covering letter if there are any specific dates that present you with a problem.

**Closing date** Monday 15 May

**Longlisting** Friday 19 May

**Preliminary Interviews** Monday 29 May thru Wednesday 07 June

**Shortlisting** Friday 16 June

**Informal meetings/conversations** Monday 19 June

Tuesday 20 June

**Officer panel & assessment** Wednesday 21 June

**Final Member Panel** Tuesday 27 June

If you have any specific queries about the role, or wish to have an informal and confidential discussion, then please call or email our advisors at Davidson & Partners:

Hamish Davidson: [hamish.davidson@davidsonpartners.com](mailto:hamish.davidson@davidsonpartners.com)

M: 07932 698 807

Jack Williams: [jack.williams@davidsonpartners.com](mailto:jack.williams@davidsonpartners.com)

M: 07885 670 504

Aidan Rave: [aidan.rave@davidsonpartners.com](mailto:aidan.rave@davidsonpartners.com)

M: 07810 656 046

**Further Information**

[Click here for a Dropbox folder where you can download further information documents](https://www.dropbox.com/sh/2n2l7eqykw1wzp5/AAA4IgAmi8MYss8D9wLRsVica?dl=0)

*If you have any problems/issues accessing the files in the Dropbox folder, please email* [*jack.williams@davidsonpartners.com*](mailto:jack.williams@davidsonpartners.com) *and we will send you the files as attachments.*

**Diversity Monitoring Form**

|  |  |
| --- | --- |
| Role: | Head of Environment & Public Protection, North Kesteven District Council |
| Reference Number: | NK1052 |
| Where/how did you first learn about the role? |  |

**We are committed to employing a workforce that reflects the community we serve. Please help us to monitor our progress by completing the details below. Your information will be treated confidentially.**

**Gender**

What is your gender?

Male  Female  Prefer not to say

**Pregnancy and Maternity**

A woman is protected under section 18 of the Equality Act 2010 and cannot be treated unfavourably because of her pregnancy

If you are a woman, are you pregnant, on maternity leave or returning from maternity leave?

Yes  No  Prefer not to say

**Disability**

The Equality Act 2010 says that a disabled person is someone with a physical or mental impairment, which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities.

Examples include cancer, diabetes, multiple sclerosis, heart conditions, hearing or sight impairments, or a significant mobility difficulty and mental health conditions or learning difficulties.

In relation to the definition above, do you consider yourself to be disabled?

Yes  No  Prefer not to say

**Age range**

18-24 25-34 35-44 45-54 55-64 65+ Prefer not to say

**Religion or belief**

Please tick the box from the list below which best describes your religion or belief:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Christian |  | Hindu |  | Jewish |  |
| Muslim |  | Sikh |  | Buddhist |  |
| No Religion |  | Prefer not to say | |  |  |

Any other religion, please specify:

**Gender Reassignment**

The Equality Act 2010 defines a transsexual person as someone who *“is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex”.*

In relation to the definition above, do you consider yourself to be transsexual?

Yes  No  Prefer not to say

**Ethnic Origin**

Please tick the box from the list below which best describes the ethnic group to which you belong:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **White** | | **Black** | | **Asian** | |
| British |  | British |  | British |  |
| English |  | African |  | Indian |  |
| Scottish |  | Caribbean |  | Pakistani |  |
| Welsh |  | Any other Black background, please specify: | | Bangladeshi |  |
| Irish |  | Any other Asian background, please specify: | |
| Northern Irish |  |
| Gypsy or Irish Traveller |  |
| Any other White background, please specify: | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Mixed** | | **Other ethnic group** | | Prefer not to say |  |
| White and Black African |  | Chinese |  |
| White and Black Caribbean |  | Arab |  |
| White and Asian |  | Any other ethnic group, please specify: | |
| Any other Mixed background, please specify: | |

**Sexual orientation**

Please tick the box from the list below which best describes your sexual orientation:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Gay man |  | Gay Woman/Lesbian |  | Heterosexual/Straight |  |
| Bisexual |  | Prefer not to say |  | Other |  |

***Thank you for taking the time to complete this form.***