

# CANDIDATE BRIEFING PACK

**Director - Leisure, Rural Estate, Parks & Culture**

**Prepared for London Borough of Enfield**

**April 2024**



Penna

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## Advertisement

Director of Open Spaces, Leisure & Culture

London Borough Enfield

Salary: up to £133,569



**Be Bold, Make a Difference, Show you Care!**

Enfield is home to an increasingly diverse population we are investing in our places and people to make sure they all thrive. We are developing a whole community approach to our communities whether it's through our flagship libraries, social care strategies or community led regeneration we want to continuously drive our improvement in our services to deliver a fairer and vibrant council and borough. Making a positive difference at London Borough of Enfield is central to our borough's mission and caring for all our communities and diversity sits at the heart of all we do.

As our new Director and part of our senior management team, you will lead a team of 120 staff for our Leisure, Rural Estate, Parks & Culture service.

Our assets include over 1,000 hectares of parks and open spaces attracting 13m visitors a year. You'll be highly ambitious, shaping and managing our community focussed services across the Council, responsible for leading and promoting a fairer health and well-being approach and positive culture in a borough where everyone feels valued and included.

If you have experience of leading and developing community focussed leisure, commissioning or culture led strategies which have sustainable and commercial thinking at their core, then we would be delighted to hear from you!

For further information, please click the links below:

[Enfield's Blue and Green Strategy \(2021-2031\)](#)

[Enfield Council Plan 2023-26](#)

For a confidential discussion contact: **Priyesh Bhadressa** on **07548 108176** and email: **Priyesh.bhadressa@penna.com** or **Pete John** on **07701 305617** and email: **pete.john@penna.com**



**Be Bold, Make a Difference, Show you Care**

## JOB ROLE PROFILE

**Post Title:** Director - Leisure, Rural Estate, Parks & Culture

**Present Grade:** Director

**Department:** Environment & Communities

**Reports to:** Executive Director

### Purpose of the Role:

The role will strategically lead the management of the Leisure, Rural Estate, Parks & Culture functions across Enfield; working with commissioned and non-commissioned partners from across the Borough to deliver innovative, efficient and effective services to the residents and businesses of Enfield. You will strategically lead on delivering an effective and efficient customer journey experience, where continuous improvement is at the heart of what we do.

They will deputise for the Executive Director as required as well as actively supporting the delivery of core strategic cross-Directorate projects.

**In full consultation with Members and the Chief Executive and as a full member of the Council's Corporate Management Board the Director will:**

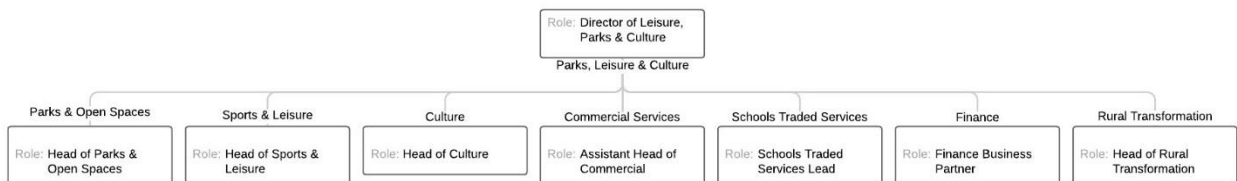
1. Create and communicate clarity of direction and purpose for staff at all levels in the context of the strategic aims and ambitions of the Council. Lead, direct and inspire people within own Directorate and Council wide to deliver great results. Ensure processes are in place for identifying and developing talent at all levels.
2. Promote diversity and inclusion across the Council.
3. Working closely with the Leader and Cabinet contribute to the development and achievement of strategic goals for the whole Council which fulfil statutory needs and are also focused on the wider needs and aspirations of residents.
4. Share in the development and review of corporate strategies and the planning, budgeting and allocation of Council wide resources. Ensures risks are identified, managed and escalated (where appropriate) and that mitigation strategies are in place.
5. Determine corporate budget and resource allocation and priorities to ensure value for money.
6. Ensure the effective strategic planning, commissioning and delivery of services across the Directorate. Ensure clear service standards are developed in compliance with relevant legislation within the remit of the role and they are communicated and monitored internally

and with relevant partners/suppliers. Identify, challenge and act on areas of under-performance. Encourage and build on good performance.

7. Drive the development of evidence-based service improvement to ensure benefit for the people of Enfield. Build a culture to support innovation and creativity. Ensure timely and well-planned service improvement Programme management.
8. Builds and maintains effective relationships with elected members, partners and other key stakeholders. Acting as a proactive ambassador for the Council, develops and leads partnerships with other agencies and providers to achieve ambitious outcomes for Enfield. Represents the Council externally to make an impact for Enfield.
9. Lead and own the long-term strategy for Leisure, Rural Estate, Parks and Culture.

### Dimensions including Structure Chart:

1. Annual budgetary amounts with which the role is either directly or indirectly concerned: This is to be confirmed
2. Structure Chart:



3. Number of direct reports: 7
4. Nature of reporting relationship between post holder and line manager: direct report, close working relationship

### Key Accountabilities:

**As Director of Leisure, Rural Estates, Parks & Culture you will also be responsible for undertaking the following statutory and/or regulatory and enabling responsibilities:**

- Sports
- Leisure
- Ground Maintenance
- Culture & Events
- Parks & Open Spaces
- Cemeteries Service
- Schools Traded Services

- Schools Music Service
- Rural Estate Management

**You will be a member of the Council's leadership team, and will:**

- Advise Cabinet on the allocation of financial and other resources necessary to realise the Council's aspirations and other priorities and requirements.
- Make a significant contribution to the development of the Council's strategic aspirations and corporate and operational priorities, ensuring that these do not compromise the Council's capability to meet all statutory and other regulatory responsibilities.
- In consultation with relevant Cabinet Members be accountable for the effective use of allocated resources to ensure that the Council's agreed aspirations, corporate and operational priorities and statutory and regulatory responsibilities are met.
- Maintain a constructive dialogue with Members to advise on and understand the administration's aspirations for the borough. Provide vision, leadership, drive and direction to the Council's staff and partners in meeting those aspirations.
- Through own behaviours, be a role model for the leadership behavioural competencies, promoting and supporting the embedding of the Council's standards and values and behavioural competencies throughout the organisation culture of the Council.
- Work with colleagues to establish and embed an organisation culture that supports and promotes the optimum use of resources and corporate infrastructure to ensure the delivery of value for money outcomes that meet the strategic and operational priorities and objectives.
- Be an ambassador for Enfield promoting the overall interests of the borough with the aim of establishing and nurturing partnerships, generating inward investment that would benefit the borough and the local community and maximising income generation for the Council;
- Provide vision, leadership and direction in developing and delivering the corporate strategic change programme.
- Develop and embed a culture of performance management and outcome delivery to ensure the Council can deliver more with less.
- Collaborate with colleagues and partners to facilitate the development and delivery of seamless outcomes that meet defined needs.
- Ensure services have adequate arrangements in place to assess and address risk management, business continuity and other emergencies (if such incidents were to arise).
- In consultation with members and colleagues, develop and ensure the realisation of commissioning and other strategies to scope and specify services that are required to deliver agreed outcomes.

- Ensure there are effective two-way communication channels between customers, providers, partners and staff and their representatives to ensure the quantity, quality and standards of service outputs are understood and delivered.
- Keep abreast of changes in legislation, policy etc. relevant to the remit of the role and ensure these are evaluated against prevailing services development and delivery strategies, and that any necessary, modifications and/or changes are communicated, made and implemented.
- Promote equality, diversity and respect of customers, clients and all members of staff regardless of gender, age, ethnic origin, disability, sexual orientation, religion or any other protected characteristics.
- Actively promote the development of a culture of self-help/self-support/self-service as an alternative to the Council meeting non statutory and/or regulatory needs.

### **Equality and Diversity:**

The Council has a strong commitment to achieving equality in its service to the community and the employment of people and expects all employees to understand, comply with and promote its policies in their own work.

### **Health and Safety:**

The post holder shall ensure that the duties of the post are undertaken with due regard to the Council's Health and Safety Policy and to their personal responsibilities under the provisions of the Health and Safety at work Act 1974 and all other relevant subordinate legislation.

For a more detailed definition of these responsibilities, refer to the current versions of the Corporate Health & Safety Policy, Group Safety Policy and employee information leaflet entitled "Health & Safety Policy; Guidance on Staff Health & Safety Responsibilities".

### **Corporate Health and Safety Responsibilities**

All employees have personal responsibilities to take reasonable care for the health and safety of themselves and others. This means

1. understanding the hazards in the work they undertake.
2. following safety rules and procedures.
3. using work equipment, personal protective equipment, substances, and safety devices correctly.
4. working in accordance with the training provided and only undertaking tasks where appropriate training has been received.

Employees shall co-operate with the Council by allowing it to comply with its duties towards them. This requires employees to

- take part in safety training and risk assessments and suggest ways of reducing risks and

- take part in emergency evacuation exercises.

Employees shall report all accidents, 'near miss' incidents and work-related ill health conditions to their manager/supervisor/team leader.

Employees shall read the Corporate Health & Safety – Organisation Part B Policy to ascertain and understand their responsibilities as an employee, line manager, Assistant Director or Director of the Council.

#### **Information Security:**

In order to protect the confidentiality, integrity and availability of Council information, including information provided by customers, partner organisations, and other third parties, where applicable, employees will comply with the Council's Information Security Policy.

#### **Other duties & responsibilities:**

This Job Role Profile is not to be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your post and in addition, as a term of your employment, you may be required to undertake various other duties as may be reasonably required of you. This includes making yourself available to participate in a range of corporate initiatives as determined by your Line Manager. These could include activities such as participation in the Civil Emergencies Planning Rota, supporting the Scrutiny function, actively leading/participating in a range of cross-functioning review and working groups.

#### **Statement of Commitment to Safeguarding of Children and Vulnerable Adults through safer employment practice:**

Enfield Council is committed to safeguarding and promoting the welfare of children and vulnerable adults. Safe recruitment of staff is central to this commitment and the Council will ensure that its recruitment policies and practices are robust and that selection procedures prevent unsuitable people from gaining access to children, young people and vulnerable adults. All staff employed to work with or on behalf of children and young people in the Council must be competent.

All staff working with Children & Vulnerable Adults should be aware of and share the commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults when applying for posts at Enfield Council.



## PERSON SPECIFICATION

**Job Title:** Director - Leisure, Parks & Culture  
**Grade:** Director  
**Department:** Environment & Communities

<b>Job Specifics – Skills, Experience and Behaviours</b>	<b>HOW TESTED</b> Application – A Test – T Interview - I
<p><b>Essential:</b></p> <ol style="list-style-type: none"> <li>1. Develop long term strategic plans and priorities for a complex service group to deliver upon agreed organisation strategy and objectives. To ensure that agreed service outcomes are achieved to meet the needs of internal and external customers.</li> <li>2. Act as a pro-active ambassador by identifying, developing and managing appropriate stakeholder relationships (e.g. senior officers, Members, commissioning bodies and external agencies) to enable effective service delivery which meets the needs of customers.</li> <li>3. Provide strong, visible and long-term strategic leadership and direction to a Directorate. Role holders will work with the Chief Executive, Members, residents and other stakeholders to set the strategic priorities of the borough, balancing resource constraints against effective methods of meeting needs. They will be accountable for holding oversight of the needs of residents.</li> <li>4. Motivate, lead and develop senior staff to support a culture of high-quality performance and continuous improvement to achieve excellent outcomes that meet the needs of citizens within a fixed level of resources.</li> <li>5. Responsible for maximising opportunities for the organisation to be the local democratic leader of public services. They will establish and maintain strong relationships in order to better manage public sector resources and ensure the delivery of high quality, value for money services to citizens which fully meet their needs.</li> </ol>	<b>A/I/T</b>

6. Form strong strategic relationships with a broad range of external service providers in order to create opportunities that will help position the organisation as the market leading enabler of effective public services in the region.
7. Lead and own the development of a customer insight/management strategy to ensure the organisation is anticipating and meeting customer needs where appropriate.
8. Maintain a strong overall oversight of the needs of residents, establishing strong relationships internally and externally in order to develop a full understanding of the current and future needs of residents.
9. Overall accountability for ensuring services operate in compliance with relevant legislation, statutory duties and council policies (e.g., procurement, health and safety, risk management), driving changes/improvements where needed.
10. To lead delegated resources (people, financial etc) in order to demonstrate value for money and ensure services are delivered within agreed financial parameters.
11. Where appropriate, to provide leadership for the commercial development of services in order to demonstrate success in the marketplace and deliver service improvements to meet future service user needs.

**Skills, Knowledge & Experience:**

1. Ability to scan long term horizon and understand implications of broader national, regional and public sector trends for the Council.
2. Experience of working effectively within a political environment providing balanced advice and guidance on strategic and operational issues.
3. Ability to demonstrate successful achievement in context of leadership at an executive level in a large, diverse organisation.
4. Evidence of successfully managing the development and delivery of large-scale business plans.
5. Evidence of leading sophisticated transformational change successfully in order to improve outcomes.

**A/I/T**

<p>6. Evidence of successful strategic and operational resource management including evidence of the resolution of conflicting priorities within tight financial constraints.</p> <p>7. Able to demonstrate success in forging partnerships with a wide range of internal and external bodies such as government, voluntary and community sector, other public sector bodies, businesses, inspectorates and other stakeholders.</p>	
<p><b>Behaviours:</b></p> <p>Appropriate behaviours are key to the delivery of our vision for Enfield.</p> <p>We want staff who will work collaboratively, flexibly and constructively, and exhibit this ethos in all their dealings with residents, colleagues and partners. Our leaders will be exemplars of the following behaviours and encourage them in staff at all levels.</p> <p><b>Take Responsibility</b> We want staff who are willing to make decisions and be accountable for them. Staff should have a positive can-do attitude where they see problems as challenges which can be overcome. They should accept responsibility for service delivery, be clear about their service offer and deliver what they promise.</p> <p><b>Open, Honest and Respectful</b> We want staff who are comfortable and confident to acknowledge the difficulties and the barriers they face. They should also be able to constructively challenge the way things are done where there is evidence that it impedes service delivery. Challenge should be conducted in a professional, courteous manner with the aim of reaching a mutually agreeable resolution.</p> <p><b>Listen and Learn</b> We want staff who are prepared to actively listen and reflect on customer concerns with a view to understanding the customer's point of view. Staff should be able to receive constructive criticism and be prepared to adapt the way they operate and deliver services where appropriate.</p> <p><b>Work Together to find solutions</b> We want staff who can work collaboratively with other departments and partners, freely sharing their knowledge and skills to identify solutions to address customer concerns.</p>	<p><b>A/I/T</b></p>

<p><b>Candidates: Please ensure you address these behaviours in your responses to the essential (and desirable if applicable) criteria above.</b></p>	
<p><b>Competencies:</b></p> <p><b>Candidates: Please ensure you address these competencies in your responses to the essential (and desirable if applicable) criteria above.</b></p> <ol style="list-style-type: none"> <li>1. Customer focus</li> <li>2. Deliver service performance</li> <li>3. Focus on continuous improvement</li> <li>4. Political awareness and context</li> </ol>	<p><b>A/I/T</b></p>
<p><b>Qualification(s)</b></p> <p><b>Candidates: Please ensure you address these qualifications in your responses to the essential (and desirable if applicable) criteria, you will be expected to meet these requirements of the role and they will be explored with you at interview.</b></p> <ol style="list-style-type: none"> <li>1. Educated to degree level or equivalent</li> </ol>	<p><b>A/I/T</b></p>

## How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
<b>Closing Date</b>	Wednesday 15 <sup>th</sup> May 2024
<b>Longlist Meeting (Candidates are not required to attend)</b>	W/c 20 <sup>th</sup> May 2024
<b>Preliminary Interviews – (virtual via MS Teams)</b>	W/c 27 <sup>th</sup> May 2024
<b>Shortlist Meeting (Candidates are not required to attend)</b>	W/c 3 <sup>rd</sup> June 2024
<b>Internal/External stakeholder engagement panels &amp; Final Panel Interviews</b>	W/c 10 <sup>th</sup> June 2024

To apply for this role, please click the link below:

[Director - Leisure, Rural Estate, Parks & Culture](#)

For further information or a confidential discussion, please contact Priyesh Bhadresa on 07548 108176 or email: [Priyesh.bhadresa@penna.com](mailto:Priyesh.bhadresa@penna.com) or Pete John on 07701 305617 or email: [pete.john@penna.com](mailto:pete.john@penna.com)

