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| Role Title | Corporate Director of Community Safety and Public Protection |
| Group | Neighbourhoods & Environment Directorate |
| Pay Scale | CD1 |

Community resilience, fear of crime and anti-social behaviour is consistently a top priority for our residents and political leadership. This is a pivotal role driving forward the Council's mission to ensure safe, green neighbourhoods where everyone can thrive with a critical role in influencing decision-making and driving impact locally, regionally and nationally.

This role will lead the development of a new combined directorate, bringing a range of statutory and discretionary services together to ensure safe and secure neighbourhoods, ensuring the borough makes full use of all its powers. You will have direct responsibility for delivery of strategies and operations to tackle anti-social behaviour, community safety, emergency and contingency planning, CCTV, private sector housing licensing, premises licensing, market trading, food safety and trading standards.

You will implement and lead a new operating model for public safety within the Council that is grounded in resident engagement and participation, is data-led and influential in leading local partnerships. You will provide system leadership across the borough's statutory Community Safety Partnership, developing a robust community safety strategy and ensuring that strong tactical and operational tasking arrangements are in place. Retaining ambitious for our residents, you will demonstrate a cast iron grip on our finances and remain relentless focused on the impact for those that live and work in Waltham Forest.

You will project our influence across London and national forums, demonstrating innovation and ambition and embody the borough's commitment to tackling inequality in all that we do. You will lead on building on practical and strategic relationships with the Police ensuring the best outcomes for residents.

| <i>Generic Accountabilities</i> | <i>End Results/ Outcomes</i> |
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| Direct and lead a portfolio of services, ensuring the development of strategies, policies, targets and objectives that deliver Waltham Forest's strategic, operational and financial requirements. | <p>The portfolio of services delivers the required outcomes efficiently, effectively and within allocated budgets.</p> <p>Resident, service user and stakeholder satisfaction are maximised.</p> <p>Members, residents, service users and stakeholders input to the design, delivery and performance management of services.</p> <p>Performance is actively managed.</p> <p>Risk is actively managed and necessary continuity plans are in place.</p> |
| Actively lead on the design and implementation of the Directorate's strategies and objectives | <p>Have a deep, sophisticated understanding of issues relevant to the Council and the borough, and use this to make effective decisions.</p> <p>Develop strategic, long term plans based on a deep understanding of the political and strategic context of the Council.</p> <p>Changing priorities, regulation and external issues are anticipated and responded to through timely and appropriate processes.</p> |

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| | <p>Service and business plans are developed, communicated and their delivery is monitored.</p> |
| Work with Council Members, strategic directors, partners and stakeholders to identify and address issues impacting on Council Services, residents and service users | <p>Visibly consider all parts of the Council when planning, communicating and making decisions. Provide a role model for whole Council thinking.</p> <p>Council policies and interests are upheld and promoted within Waltham Forest and in all external relationships</p> <p>Cross organisational working is prioritised as a key element of high performance.</p> <p>Work alongside other Heads of Service and Directors to form an integral part of the Strategy and Change Team.</p> <p>Seek opportunities to go beyond organisational boundaries and traditional ways of working, extending across all colleagues, services and partners to deliver the best outcomes for the borough.</p> |
| Ensure change and innovation in service design and delivery is enabled and encouraged | <p>A culture of continuous improvement is established and embedded throughout the organisation</p> <p>Opportunities for transformational change in the design, delivery and provision of services are identified and maximised</p> <p>Cope effectively with the pressures and challenges of stretching goals.</p> <p>Opportunities to work with partner organisations (and others) are captured leading to improvements and efficiencies with clear frameworks of accountability</p> <p>Conditions are created that enable people to perform and innovate.</p> <p>Projects and programmes have clear accountabilities and achieve their objectives</p> |
| Role Specific Accountabilities | |
| Drive forward the Council's mission to deliver Safe, green neighbourhoods where everyone can thrive. | <p>Lead design and development of a new combined Public Protection directorate bringing together Community Safety, Regulatory Services and Contingency Planning.</p> <p>Provide system leadership to galvanise a whole-council, whole-borough approach to public protection based on data and evidence.</p> <p>Convenor of the Community Safety Partnership and chair of the Business Management Group</p> <p>Ensure effective tasking, coordination and performance management arrangements are in place include robust evaluation of commissioned programmes.</p> |

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| <p>Ensure a coherent hierarchy of effective plans and strategies are in place to respond to priority threats and drive ambitious resident outcomes.</p> | <p>Maintain and develop key statutory strategies including Community Safety, ASB, Prevent, Violence Against Women and Girls and Serious Violence Duty.</p> <p>Influence services across the council to embed community safety, resilience and cohesion in strategies and policy in all Council departments, working closely with Adults, Childrens and Preventative services.</p> <p>Lead the services with a compelling vision for staff, maintain and increase engagement and raise the profile and influence of all Public Protection services.</p> |
| <p>Establish and maintain an integrated operating model of outreach, direct delivery, intervention, commission and case working functions.</p> | <p>Lead strong operational grip of programme and service budgets, with appropriate oversight of individual services and robust evaluation in place.</p> <p>Strong case working function of ASB officers which is responsive to the needs of residents and councillors.</p> <p>Teams delivering key serious violence, ASB, community cohesion and engagement and VAWG services work together effectively, led by data and priorities of Community Safety partnership.</p> |
| <p>Prevent and tackle anti-social behaviour</p> | <p>Drive multi-agency problem-solving in relation to key locations and vulnerable people focused on outcomes.</p> <p>Work effectively with the community to help to build resilience and partner to collectively work to keep the Borough clean and safe.</p> <p>Ensure effective use of powers to tackle high harm individuals and premises</p> |
| <p>Leadership of corporate resilience and maintenance of effective emergency planning and contingency management arrangements</p> | <p>Oversight of the Emergency Planning, Business Continuity, Incident Management, CCTV and Operation Centre functions.</p> <p>State of the art CCTV & Operations Centre is maintained and cohesive, high performing team built.</p> <p>Maintain strong emergency planning and out of hours emergency response arrangements, working corporately across the organisation to 'make resilience everyone's business' and ensure effective systems of escalation and communication.</p> <p>Compliance with the requirements of the Civil Contingencies Act 2004.</p> <p>Convening and leading the Borough Resilience Forum and driving the Borough's response to Grenfell Inquiry recommendations and broader Corporate Resilience.</p> |
| <p>Provide strong regulatory services which meet legislative requirements and protect the public</p> | <p>Oversight of key regulatory services: trading standards, market trading, private sector housing licensing, premises licensing, noise nuisance, food safety and air quality.</p> |

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| Manage the strategic relationship with the Police | <p>Facilitate effective performance stocktakes between Borough Commander and Leader and Chief Executive and drive improved relationship at a on operational level between the Police and Council.</p> <p>Ensure the recommendations of the Citizens Assembly on neighbourhood policing are delivered and achieve real impact.</p> |
| Manage a complex Public Protection budget, leveraging external funding streams and maximising value of money. | <p>External Community Safety grants are applied to, leveraged against internal funding and continually explored.</p> <p>Contribute to the Council's ongoing financial sustainability.</p> <p>Good programme and project management protocols are developed and adhered to.</p> <p>Appropriate project and financial planning and reporting are undertaken.</p> |
| Manage external relationships; formally represent the Council; lead negotiation, partnership working and liaison with London wide and National agencies. | <p>Resources are secured and promoted to realise the Council's ambitions.</p> <p>The Council is successful in delivering its priorities through work with the public and private sectors.</p> |

Nature of Contacts

Members, the Leader, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence.

Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.

Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Procedural Context

Reports to: Strategic Director, Neighbourhoods & Environment

Lead and control a council service. Member of the Senior Management team of the Neighbourhood and Environment Directorate. Required to deputise for the Strategic Director as required.

Responsible for leading the response on major incidents and emergencies on behalf of the local authority that occur within Waltham Forest. Leading on engagement with all Borough Resilience Partners, including close working with the Police to ensure safe and effective enforcement that is responsive to the diverse communities in our borough.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Accountable for all budgets and income demonstrating strong financial grip.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Key Facts and Figures

Monitor and control the budget of a council service – £19 million.

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

Direct Reports:

- Assistant Director, Community Safety Programmes
- Assistant Director, Enforcement & Safety
- Assistant Director, Public Protection & Licensing
- Assistant Director, Regulatory Services

Resourcing

Budget Responsibilities:

- **Service budget of £19 million including responsible for generating £7 million of income**

Resources:

- Managing a directorate of approximately 100

Competency Level: Chief Officer

Knowledge, Skills and Experience

- Experience and understanding of regulatory frameworks, environmental health, enforcement legislation and key community safety and emergency planning duties of which the Local Authority is a Duty Holder, such as Prevent and Serious Violence.
- Significant experience of any of the following:
 - Leading strategic community safety programmes
 - Enforcement and engagement services across streets, parks and/or estates
 - Provision of Regulatory services
 - Managing large contracts
 - Developing and managing large income streams
- Significant senior strategic management experience, including translating political priorities into strategic objectives, longer term plans, specific outcomes in a complex public sector organisation.
- An ability to use analysis and insight to design and develop service delivery
- Experience of working with / leading stakeholders through complex problem solving and strategy definition
- Ability to communicate effectively, both in writing and verbally, with a diverse range of people.
- Good commercial skills, with the ability to develop and manage significant income streams
- Experience putting residents at the heart of enforcement and engagement services, providing a joined up a customer experience.
- Experience of building strong, high-performing teams and bringing and bringing on talented staff
- A proven track record of delivery – driving service improvements, improving impact and improving value for money
- Strong financial acumen, including robust budgeting, forecasting and monitoring
- A proven track record of embedding equality, diversity and inclusion in leading teams and delivering services

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification / Relevant professional qualification

Professional accreditation related to one or more regulatory services in scope preferred

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.