

Role profile

Job Title:	Assistant Director of Leisure & Culture
Department:	Leisure & Culture
Directorate:	Economy & Sustainability

Grade:	CB2
Post no.:	60916
Location:	Perceval House

Role reports to:	Strategic Director for Economy & Sustainability
Direct reports:	6
Indirect reports:	104 staff employed and circa 200 contract staff

Job description

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Purpose of role

The role of the Assistant Director for Leisure and Culture is to provide exemplary leadership across the service and the Economy & Sustainability Directorate. Working collaboratively with the wider Directorate, the postholder will help lead, motivate, and inspire the entire staff body, promoting a cohesive culture and shared vision.

By delivering excellent outcomes across a diverse range of services, the role supports the achievement of the Directorate's strategic objectives.

The Assistant Director will:

- Deliver universal services for all residents to enjoy.
- Pioneer innovative approaches to service delivery through resident engagement, co-design, and community-based solutions.
- Manage the development of effective partnerships with internal and external stakeholders to ensure high-quality, value-for-money services.
- Generate significant internal investment to deliver sport and cultural facilities across Ealing's seven towns, from initiation to commissioning and sponsorship of major transformation projects.
- Work across the Council to support better co-design of services and promote community-based delivery and action.
- Contribute significantly to the Council's corporate priorities, understanding and responding to the needs of elected members, and ensuring service priorities are reflected in strategic plans such as the Local Plan and Council Plan.

- Lead continuous improvement in service performance and resident satisfaction, guiding and implementing changes in response to Council and Government policy.
- To be directly responsible for managing all the services resources, including income generation, capital and revenue budgets.

Key accountabilities

- To demonstrate inspirational and visible leadership whilst ensuring the effective management and development, performance and motivation of services and employees and nurturing an organisational and departmental culture and behaviours that support of the Council's priorities and values.
- To lead long term strategic business and service planning including long-term policy and strategy development and continuous service improvement, strategic project delivery with a focus on results and outcomes.
- To lead the strategic direction of operational delivery and performance of services and the directorate and department with a focus on robust financial management, effective people management and development, project management and service performance supported by proportionate governance arrangements including quality systems and risk management and in accordance with the Council's policies and procedures.
- To lead the commercial development of services by developing new products and services, leading business and service development through 'invest to save' opportunities; maximising income generation and grant funding; effective commissioning & procurement; developing alternative delivery models; maximising the use of assets, cross sector and council collaboration.
- To lead the financial planning, management and in the context of the council's Medium-Term Financial Strategy by developing efficiency and cost saving programmes; delivery of capital and review budget.
- To develop external, strategic partnerships by working with local strategic partners, local authorities, Greater London Authority, London Councils, Local Government Association, government agencies and departments and professional and sector bodies to raise the council's profile and assist in the delivery of outcomes.
- To develop cultural and public art plans which promotes community cohesion and identity and enhances each of Ealing's seven towns and expand access and visibility of art in public spaces.
- To ensure that the approach to leisure and parks is aligned to the Council's health and wellbeing strategy.

- To be the strategic commissioning lead for the creation of a West London Regional Park and to work with senior stakeholders and neighbouring authorities to achieve the goals of the project.
- To foster and develop exemplary internal cross-council collaboration, working relationships and better-connected services and partnerships, with senior officers, peers and specialists' advisors whilst developing exemplary commercial contract partnerships with key contractors to provide seem-less services, drive continuous improvement and promote working as 'one council'.
- Act as the advisor on leisure & culture services to Cabinet, Strategic directors and corporate board and deliver corporate, departmental and strategic requirements, projects and initiatives as required including deputising for the Strategic Director as required.
- To seek to influence regional and national policy whilst offering professional expertise, innovation and insight into leisure & culture including working collaboratively with regional and national bodies. Including but not limited to; Sport England, Arts Council England, Natural England, English Heritage, Greater London Authority, London Sport, Lottery funding agencies, healthy lifestyles and wellbeing; arts in education and learning.
- To support the council's Councillors and Cabinet (portfolio) members by providing, professional, objective, and balanced advice and guidance, ensuring the effective implementation of policy decisions, taking delegated decisions within the council's financial regulations and enabling the effective scrutiny of services and decisions.
- Ensure effective and proactive communication to, from and within Services and in collaboration with the marketing and communications team to commission the development and delivery of an effective media, communication and marketing strategy in relation to services.
- To promote equal access to opportunity in service delivery and employment.
- To support the Directorate in the creation of a vibrant, attractive and dynamic borough.
- Use strategic thinking to help meet the financial challenge by changing demand for services, taking a more commercial approach and simplifying customer experience using technology.
- To develop, lead and manage the delivery of approved projects including the development of project plans, the management of risk, resources, and outcomes.
- To lead and manage effective partnerships with contractors and other external

agencies to maximise service delivery, including tendering, evaluation and the award of contracts.

- To lead on all aspects of staff management including, recruitment, induction, production of personal objectives, monitoring of staff performance data, delivery of performance appraisals, management of poor performance and learning and development.
- To lead consultation and engagement with service users and residents to ensure the effectiveness of Services, continuous service improvement and increased residents' satisfaction.
- To lead on the strategic utilisation of community assets to achieve the Council plan strategic objectives especially focusing on the role of libraries and community centres in promoting culture and leisure
- To lead capital and revenue budget management, robust and transparent monitoring, forecasting, corrective action, reporting, producing budget revisions and reductions and securing external funding.
- To support a restoration, development and improvement programme to our heritage, sports and community facilities whilst maximising external funding and grant opportunities.
- To support Public Health in the delivery of the Health and Wellbeing Strategy for the Council through the positive engagement of all stakeholders, enablers and deliverers.
- To work collaboratively with Public Health and other partners to maximise participation and use of our parks and leisure facilities.
- To lead the cross-borough leisure partnership and provide the client function for Brent and Harrow Councils.
- To produce, support and enable an annual programme of events, festivals and carnivals maximising participation whilst reducing cost.
- Take on Duty Holder responsibility for the wide portfolio of assets within the service including the Everyone Active Acton Centre on behalf of Adult and Children's services and library services.
- Enhance the condition of buildings in parks by bidding for internal and external funding and work in partnership with commercial and community organisations to actively lease building stock to secure private sector investment and community involvement.
- Deliver quality awards and accreditation in line with political manifesto; to

include Green Flag, London in Bloom, Britain in Bloom, QUEST and ICCM.

- Protect, enhance and promote the strategic green space features of the Borough particularly the riverside and characteristic park landscapes.
- Enhance the positive environmental impact of the borough's open space by improving and manage nature conservation areas.
- To provide a service which inspects parks regularly and deals with issues and anti-social behaviour effectively through developing partnerships with other internal services and external agencies.
- The postholder is also required to participate in the Council's SILVER Command structure, providing strategic leadership and decision-making during major incidents, emergencies, and critical service disruptions, in accordance with the Council's emergency planning and resilience protocols.

Key performance indicators

- Key Performance Indicators and metrics in relation to sport & leisure, parks & open spaces, library services, and festival and events.
- Directorate strategic business plan targets and performance indicators including indicators relating to financial, employee and customer performance.
- Resident and customer satisfaction levels.
- Regional Cultural Commentary.
- Operate within budgets and forecasts.
- Internal operational key performance indicators.

Key relationships (internal and external)

- Strategic Director, Chief Executive, Senior Leadership Team, Cabinet, Scrutiny Committees / panels and elected Members.
- Assistant Directors and Service Heads.
- External organisations, London Councils, Government Departments / Agencies, GLA, LGA, other local authorities and professional networks.
- External trusts and partnerships.
- Suppliers and service delivery partners.
- Public Health.
- NDPBs (e.g., Arts Council, English Heritage, MLA and Sports England, London Sport; London Wildlife Trust).
- NGBs (e.g., Football Association, Lawn Tennis Association, English Cricket Board, Amateur Swimming Association).
- Major funding partners (e.g., Football Foundation, London Marathon Trust, Heritage Lottery Fund).
- Senior Management within the Council, non-departmental government organisations, residents' groups and voluntary organisations.

- Representatives from key stakeholders.

Authority level

Policy:

- As set out in the Constitution and Scheme of Delegated Powers.
- Provide professional advice to Chief Executive, SLT, and cabinet with relevant legal, financial, and other key implications.
- Be responsible for policy development and implementation, subject to Chief Executive, Strategic Leadership team and Member approval as appropriate.
- Delivery of goals, objectives, and targets with the Council's Corporate Plan.

People:

- Be responsible for approximately 150 directly employed staff, circa 200 contracted staff and all aspects of people management including effective recruitment, induction, employee relations, performance management, disciplinary and grievance matters.

Financial:

- Capital programme (3 years) of approx. £13 million.
- Responsible for annual revenue budgets of up to £8 Million (gross) £5 Million (net); authorising expenditure within limits specified by the Council.

Contractual:

- Significant service contracts: Tri-Borough Leisure, Greener Ealing, Arboricultural, events & festivals.

Additional Requirements

- Any other duties appropriate to the post and grade

Person specification

Community and partnership working are essential for all roles as are a commitment to Equality, Diversity and Inclusion and ensuring Health and Safety at Work for everyone working at Ealing Council.

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Essential knowledge, skills and abilities

1. Knowledge and understanding of leading a complex and integrated leisure & culture, operations and facilities using a mixed approach to deliver better outcomes and value for money for residents, customers and the borough.

2. Ability to prioritise, make decisions, provide clear leadership for staff, and support a motivational organisational culture of high performance and customer service excellence.
3. Knowledge and understanding of the management and application of performance management and the ability to set realistic and stretching targets that deliver service improvements.
4. Knowledge of the methodology of project management and the ability to lead and manage the delivery of complex projects.
5. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to environmental services.
6. Credible and visible leadership skills capable of establishing high levels of trust, shared purpose, and motivation among internal and external stakeholders.
7. Ability to exercise and apply critical judgement to complex and sensitive issues within constrained timescales and resources in the light of competing pressures.
8. Knowledge and application of legislation relevant to service area, including requirements for public consultation.
9. Evidence of sound staff management skills and timely intervention of poor performance.
10. Evidence of sound financial management skills and commercial awareness.

Transformation & Change

11. Knowledge, expertise and a proven track record of delivering major organisational and service transformation and continuous improvement and change drawing on innovative techniques and approaches.

Resident Engagement

12. Able to sustainably enable and engage residents and businesses to create active citizens working alongside the council to deliver outcomes.

Political Judgement

13. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, MPs.

Commercial Development & Financial Acumen

14. Knowledge and experience of commercially developing and transforming services and a proven track record of delivering significant and innovative financial savings, using a breadth of techniques and approaches to support the council's financial strategy.

Strategic & Creative Thinking

15. Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivering in testing circumstances and with competing priorities.

16. The ability to combine creativity and imagination with sound operational experience within an environmental services context.

Partnerships & Influencing

17. Evidence of highly developed influencing and negotiating skills with the ability to influence decision-makers at the highest level.

Communication, Interpersonal Skills, Judgement

18. Exceptional communication and presentation skills with the ability to communicate successfully at all levels to a variety of audiences.
19. Exemplifies excellent listening and highly developed interpersonal skills that can be demonstrated through a proven track record of successful partnerships.
20. Ability to exercise prudent judgment.
21. Able to demonstrate a positive attitude, be determined and resilient to deliver the demands of the role.

Essential qualification(s) and experience

1. A proven track record and significant demonstrable experience of the strategic leadership, management and significant transformation of services and team(s) at a senior level within an environmental, part and/or leisure services setting (e.g., commercial, public, voluntary sector).
2. Knowledge and experience of a breadth of service delivery models and the track record of successful creation and implementation of internal and external service delivery partnerships.
3. Proven track record of creating and sustaining effective strategic partnerships, enable collaborative working across boundaries and empower others to achieve outstanding results.
4. Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
5. A track record of developing proportionate organisational governance in the context of organisational policies and procedures and to support effective operational delivery.
6. A proven track record as a senior manager in a large park and/or leisure services-oriented organisation, influencing multiple teams to deliver service improvement.
7. A proven track record of success in championing equality, diversity and inclusion and furthering equalities objectives.
8. Experience of securing a wide range of external funding including grants, sponsorship and external investment.
9. Experience of working within diverse communities.
10. Experience of working in a commercial environment.
11. Experience in delivering services across multiple boroughs.
12. A degree, or equivalent appropriate professional / post-graduate and /or senior managerial.
13. Qualification / degree, or equivalent.
14. Evidence of continual professional development.
15. Leadership/Management Qualification e.g., ILM level 7 in Strategic Leadership.

16. Membership of Appropriate Professional Body.

Values and behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
• Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues	• Does what they say they will do on time • Is open and honest • Treats all people fairly	• Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents	• Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures	• Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards