

## JOB DESCRIPTION

**TITLE:** Corporate Director, Airport

**POST NO:**

**DEPARTMENT:** Airport

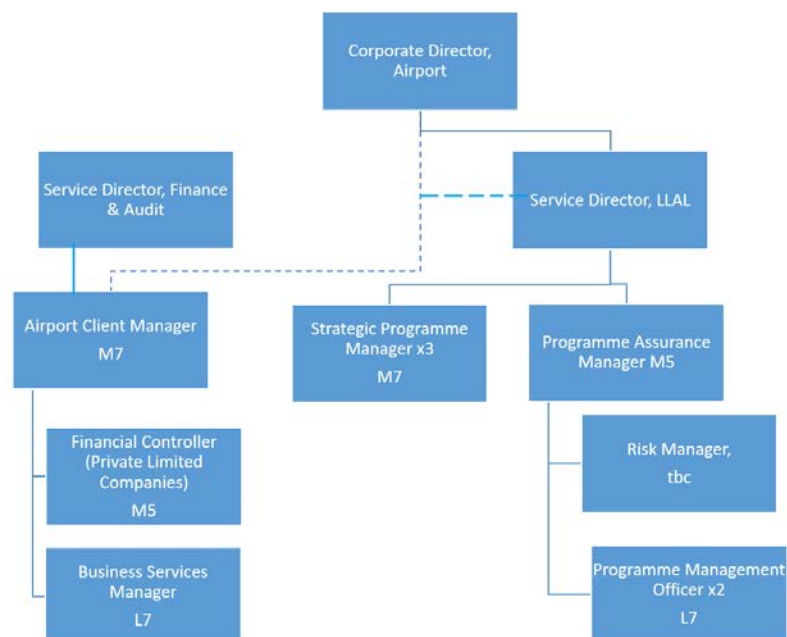
**RESPONSIBLE TO:** Chief Executive, the Executive, the Council and the Board of Directors of London Luton Airport Ltd

**GRADE:** Subject to evaluation

**MISSION:** Enabling Luton to be proud, vibrant, ambitious and innovative

**PORTFOLIO:** See annex A

**ORGANISATION CHART:**



## **KEY ROLE OF THE CORPORATE DIRECTOR AT LUTON BOROUGH COUNCIL**

### **Leader:**

As a member of the Council's Corporate Leadership Management Team and the wider Senior Management Team, you are responsible for the visible leadership of the Council's staff, with particular focus on those areas under your direct control. You will contribute to the delivery of the Council's objectives through your systems and thought leadership, acting at all times in an exemplary fashion consistent with the Council's core values and ethos.

### **Management:**

As a member of the Council's Corporate Leadership Management Team and the wider Senior Management Team you are responsible for the active management of resources assigned to you, ensuring that at all times you manage the people, finance and assets under your control consistent with the expeditious delivery of the Council's Corporate Plan, and with delivery of best value for the residents of Luton.

### **Performance:**

As a member of the Council's Corporate Leadership Management Team and the wider Senior Management Team, you are relentlessly to drive performance within the areas under your direct control, to deliver optimum balance between performance, quality, cost and productivity consistent with the Council's agreed performance standards and Corporate Plan.

As a member of the Council's Corporate Leadership Management Team and the wider Senior Management Team, you are expected to contribute to, and participate in, the Council's response to emergency incidents and key democratic elements such as elections.

## **KEY OBJECTIVES:**

To support the Chief Executive and the Council in formulating and delivering the Council's strategic policy agenda for fulfilling its community leadership role.

To provide the leadership and vision for the activities as defined in that attached portfolio and deliver service outcomes. Motivate staff to deliver high levels of performance and to develop their full potential.

From time to time, the areas under your direct control may vary on a temporary or permanent basis. When this occurs, the relative job size will remain within the parameters of the grade for your role, as assessed through the Council's job evaluation scheme for Service Directors/Corporate Directors. Any changes will be subject to consultation with you, in the usual way and in line with the Council's constitution for appointment to Service Director / Corporate Director roles. In addition any changes must comply with statutory requirements for the role.

To commission the delivery of integrated, accessible, high quality services to local people and to bring about continuous improvement year on year.

To act as a champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the Council's services.

As required, to work in partnership with Elected Members and a variety of stakeholders to secure joined up working and look after local interests.

To act as an "ambassador" for and to promote the Council locally, regionally and nationally.

To ensure the Council meets its statutory obligations and that the highest standards of probity, good conduct and professional behaviour are maintained at all times.

## **KEY ACCOUNTABILITIES**

### **Strategic Management**

To make an active and positive contribution to the Council's strategic plans and policies, as well as to the process of implementing cultural change and organisational development and facilitate the creation of a common purpose across the organisation, by working across cross cutting areas collaboratively as a member of the Council's Corporate Leadership Management Team and the wider Senior Management team.

To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented.

To implement the Council's modernisation agenda, by providing support at all levels and by promoting the active participation of local people in the Council's affairs.

To seek innovative and creative solutions to meeting the Council's need to bring about change and improvement within finite resources.

To promote equality of opportunity and access in service delivery and in the employment of staff.

To communicate the Borough's vision, the Council's mission, priorities, objectives, and processes effectively, both internally to staff and externally to partners, agencies and the public.

To lead by example by promoting at all times the Council's ethos and values.

## **Service, Quality and Performance Management**

To ensure a strong vision for the service areas under your control which delivers ambitious, innovative and forward thinking approaches. Ensure the work of services is high quality and achieves its objectives, by effective performance and risk management, and strong operational and strategic financial management.

To ensure the formulation, implementation, monitoring and evidence based evaluation of statutory and non-statutory service and business plans for each of your service areas, developing innovative strategies that will ensure the achievement of planned outcomes. Identify, analyse and respond to changing trends, patterns of demand and performance issues, as required.

To ensure that service delivery and planning takes account of, and is benchmarked against, national and local performance indicators and contributes to the objectives and targets set out in the Council's Corporate Plan and your Service Plan.

Ensure the embedding of a digital focus applied across the whole of the way we work, in service plans and outcomes.

To put in place effective arrangements for agreeing personal targets for all staff within your service area and for regularly appraising and reporting on their performance as required by the Council's Personal Performance Appraisal (PPA).

Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective and empowered workforce, and one that is nurturing the leaders of the future. Acknowledge good performance and tackle poor performance positively and effectively.

To identify and provide opportunities for meeting the professional development needs of senior managers within your Directorate.

To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.

To be accountable for ensuring the highest standards of health and safety across the Council and, more specifically, within service areas under your direct control.

## **Resource Management**

To regularly review and evaluate the resource requirements of your services, in terms of both maintaining essential service delivery and proactively bringing about improvement, development and efficiency.

To ensure the efficient and imaginative management of all resources within budget (staff, finance, property and information), in support of the Council's agreed targets for service delivery, outcomes and improvement for cost reduction and service efficiency.

To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with, and are fully compliant with the Council's financial regulations.

To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

Represent the Council by promoting its image and reputation on a National and Regional stage, helping to influence national and regional policies and strategies in the post holders' area and across the Council areas.

Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of services.

### **Partnership Working and Communication**

To develop and maintain the wider networks and partnerships the Council needs to deliver its community leadership.

To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.

To contribute to the Council's Corporate Communication Strategy, which includes maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.

## **ANNEX A:**

### **PRINCIPAL SPECIFIC RESPONSIBILITIES:**

#### **Corporate Director, Airport**

Provide strategic leadership and management of the services for which the team members referred to are responsible as well as the other specific responsibilities.

Provide leadership, key decision making and accountability for the strategic development of projects related to the growth of the airport business and monitor the day-to-day delivery of activities to ensure their smooth progress.

Lead the development of significant commercial opportunities to create £2bn of value to the local economy through complex partnerships and investments across the airport and its associated portfolio.

Act as the Chief Operations Officer of London Luton Airport Limited (LLAL), so as:

- to provide effective support to the Board of Directors of LLAL, ensuring that the management services agreements between the company and the Council are delivered;
- to make and maintain arrangements for ensuring that there is effective liaison between LLAL and the Council in order to deliver enhanced shareholder value, and contribute to the broader objectives of the Council;
- to lead on and discharge all responsibilities in relation to the management of the concession agreement, and the conduct of negotiations, with London Luton Airport Operations Ltd with a view to ensuring maximum social and economic value from the airport for the people of Luton.

#### **Supervisory Management:**

##### **Core team**

##### **1 direct**

Service Director, London Luton Airport Limited

**1 indirect** (in liaison with the Service Director, Finance & Audit)

Airport Client Manager

##### **Advisory team**

##### **Internal**

A number of officers from a range of services across the Council, including Communications, Legal and Property & Construction Services, who are paid for in whole or in part by London Luton Airport Limited. The value of such services are estimated at some £1m.

### **External**

A wide range of advisers, contractors and suppliers from many different disciplines providing support to or undertaking London Luton Airport Limited's

development project or providing specialist advice in the general management of the company's business. The value of such services is estimated at between £5m and £10m per annum over the next five years.

### **Financial Resources:**

The value of LLAL's development projects is in excess of £3 billion, with expenditure currently averaging £75m per annum. The Corporate Director will be expected to exercise direct control over a budget for the FutureLuToN project, and the team staffing budget in excess of £350k per annum.

### **Liaison with other members of the Council's Corporate Leadership & Management Team:**

#### **Chief Executive**

Whilst the Chief Executive of the Council also acts as the titular Chief Executive of LLAL, it is not expected that she or he will play any part in the day to day running of the company's business. The CE is the person appointed by the Council to represent its interests as shareholder and to act as the functionary of its corporate will and it is therefore essential that she or he should avoid any conflict of interest. The Corporate Director, Airport will, however, keep the Chief Executive and other interested parties as directed by her or him, fully briefed on issues of strategic importance and which may have a consequential impact on the Council.

#### **Corporate Director, Customer & Commercial**

It is expected that the Corporate Director, Customer & Commercial will provide specialist input in relation to commercialisation and contract management and enforcement.

#### **Corporate Director, Place & Infrastructure**

It is expected that the Corporate Director, Place & Infrastructure will lead on airport matters in the absence of the Corporate Director, Airport as well as providing specialist input in relation to the LLAL development projects.

#### **Corporate Director, Public Health, Commissioning and Procurement**

It is expected that the Corporate Director, Public Health, Commissioning and Procurement will provide specialist input into LLAL's Corporate Social responsibility activities.

**Person Specification (including key competencies)**

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job.

Essential (E) :- without which candidate would be rejected

Desirable (D):- useful for choosing between two good candidates.

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable criteria</u> .				
Attributes	Essential Criteria and Competencies	How Measured	Desirable	How Measured
<b>Experience</b>	Highly successful track record and background of consistent achievement as a senior manager including strategic leadership of transformation programmes and the delivery of complex projects, including multi-party construction projects of substantial value, commercial negotiation, operational performance, risk management and financial budgets.	1,2	A proven track record of managing regulated services as demonstrated through successful inspection outcomes.	1,2
	Substantial experience of effective working with a broad range of partners and stakeholders from the community, government and businesses, including planning and overseeing extensive consultation exercises.	1,2	Demonstrable experience of dealing with political and community matters of a highly sensitive and complex nature	1,2
	Substantial experience of leading extensive commercial negotiations in partnership settings and in competitive commercial settings resulting in agreements that deliver wide economic and social benefits at regional level.	1,2	Substantial experience of working within professional disciplines and of taking responsibility for safeguarding practices and standards.	1,2
			Substantial experience of forming and leading negotiation strategies in a competitive procurement process	1,2
			Substantial experience of leading all stages of a competitive bid process for commercial contracts in excess of £100m	1,2



<b>Skills/ Abilities</b>	<b>Partnership &amp; Community Working</b> Able positively to influence and work effectively with partners and the community demonstrating drive and passion to understand and achieve joint goals and objectives, sharing information and valuing others experience and expertise.	1,2		
	<b>People Management</b> Able to manage and develop individuals and teams, including recruitment and selection, work planning, work allocation, appraisal and development, performance, motivation and leadership.	1,2		
	<b>Visible Leadership</b> Able to provide visible and visionary leadership that inspires employee's to meet organisational challenges and maximises employee's personal potential.	1,2		
	<b>Problem Solving &amp; Decision Making</b> Able to grasp and comprehend a situation, its component parts and implications, and find and organise practical and effective resolutions by making and acting on sound decisions.	1,2		
	<b>Vision setting Strategic thinking and planning</b> Able to stand back and consider the strategic 'bigger picture' including setting the long term plan and delivering the vision for the way forward.	1,2		
	<b>Leading Change and Driving Performance</b> Able to lead and manage change through all levels of the organisation to achieve improved performance.	1,2		
	<b>Commissioning Procurement</b> Able to procure and commission products, equipment, services, systems and facilities.	1,2		
	<b>Financial Management</b> Able to undertake (non-professional) financial/budget/cost centre management including, at the highest level, divisional/departmental/strategic	1,2		

	financial management.  <b>Commercial Awareness</b> Able to understand and apply business and commercial principles to the service, considering costs, profits, markets and added value.	1,2		
<b>Equality Issues</b>	Demonstrable knowledge and understanding of equality issues and legislation and, in particular, how they impact on work with communities - able to integrate equality policies into business plans, strategies, service delivery and employment practices.	1, 2		
<b>Specialist Knowledge</b>	Demonstrable understanding of national aviation policy.	1, 2		
<b>Education and Training</b>	Evidence of continued professional managerial and personal development	1, 2, 4		
<b>Other Requirements</b>	Able to attend meetings outside office hours and work in other activities, including emergency incidents, at weekends and in the evening.	1, 2		

**(1 = Application Form    2 = Interview    3 = Test    4 = Proof of Qualification    5 = Practical Exercise)**

We will consider any reasonable adjustments under the terms of the Disability Discrimination Act (1995 & 2005), to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Job-holder will ensure that Luton Borough Council's policies are reflected in all aspects of his/her work, in particular those relating to;

- (i) Equal Opportunities
- (ii) Health and Safety
- (iii) Data Protection Act (1984 & 1998).