



Job Title:	Director of Operations	Role Profile Number:	P/A
Grade/s:	Grade: Director Level 4	Date Prepared:	May 2020
Directorate/Group:	Resources and Economy	Reporting to:	Chief Operating Officer

Job Purpose

The Director of Operations is a member of the Chief Operating Officer's Senior Leadership team and will work with colleagues and key stakeholders to drive service delivery that supports the Council's vision, priorities and pledges. The Director of Operations is specifically responsible for Waste Operations, Highways Operations and Assets, Public Realm operations and enforcement, Parking Operations and Enforcement, Housing Operations, Compliance, Fleet and Stores Management.

There is a tremendous amount of change taking place across the Council, and particularly within Operations, as we continue to respond to increasing demand and diminishing resources.

In this senior leadership role, you will pro-actively provide the strategic officer direction of the operational services within this portfolio working closely with the relevant Cabinet Members. You will be responsible for devising and executing transformational service improvement plans, implementing robust performance management processes and embedding rigour and compliance in everything your teams do.

Reporting to the Chief Operating Officer, you will provide clear direction for your teams and drive a culture of operational excellence, focusing on championing and supporting innovative ways of working that both enhance the service and reputation of the Council and ensuring our residents remain at the heart of everything we do.

Key Accountabilities

- Lead transformational change within the Council's operational services specifically at the Council's Waterside depot that achieves cost reductions and better outcomes for the residents of Swindon.
- Lead the delivery of a quality, intelligent led customer focussed service that improves services and customer experiences whilst delivering efficiencies and value for money.
- Accountable for the undertaking of market analysis, business and financial planning for the effective and efficient delivery of customer experience.

- To be an active and effective member of the Senior Management Team working co-operatively with the relevant Cabinet members, Chief Operating Officer and colleagues on all matters of corporate strategy.

Key Responsibilities

- Oversee the delivery of an intelligence led range of services that improves services and customer experiences and delivers core services that are modern, efficient and effective
- Ensure that service activities are carried out to the highest standards of integrity and professionalism and align with strategic objectives and in accordance with legal, regulatory and statutory requirements.
- Responsible for embedding a culture of operational excellence, with a strong 'can do', 'right first time' customer focus, delivering value for money services.
- Champion and support innovative ways of working, with a focus on continuous improvement of operational services.
- Develop and implement a transformational service improvement plan for the Waterside depot, working in partnership with colleagues and key stakeholders.
- To proactively manage council budgets for which you are responsible in accordance with the Council's Financial Regulations and Contract Standing Orders and forecast expenditure in accordance with laid down monthly timescales.
- To proactively and robustly monitor and manage performance to ensure services are delivered in accordance with SBC policies, priorities and standards.
- To ensure compliance and health and safety requirements upheld by all staff across the operations function and to champion safe working practices.
- Working with Members lead on the development of relevant strategies and policies that deliver better outcomes for the residents and various communities within Swindon
- As a member of the Senior Management team, adopt a collaborative and supportive approach, maintaining up to date professional knowledge and providing advice and assistance to colleagues as required.
- In conjunction with the Chief Operating Officer and relevant Portfolio Holders to keep the business plan and other key strategies under review.
- Develop and work with strategic partnerships and other providers that endeavour to drive innovation of service delivery.
- As a Senior Leader, to ensure that the organisation's health, safety, equality, diversity and inclusion policies are fully implemented at all times and in all aspects of service delivery and employment.
- In all aspects of the Directorates work, to promote effective communications, excellence in customer service, and a focus on continuous improvement.

- To carry out such other duties as may be expected by a senior officer at this level.
- To deputise for the Chief Operating Officer when requested.

This job description is intended as a general guide to the duties of the post and is not inflexible. It may be altered from time to time to reflect the changing needs of the organisation in consultation with the post holder.

Knowledge & Experience

Candidates must have substantial knowledge and experience in the following areas of business and will be required to provide evidence of this:

- Experienced in managing operational services whether within a local authority or commercial setting.
- Demonstrate a proven track record of delivering change and service improvements.
- An ability to manage change is essential together with the importance of managing high performing services
- A proven ability to lead, direct and develop a multi-functional group
- Knowledge and practical experience of using ICT as an analytical and management tool.
- Ability to combine strategic planning, financial management and people management skills.
- Ability to liaise and negotiate at all levels of internal and external organisations.
- The ability to manage tight deadlines and conflicting demands whilst demonstrating a strong commitment to quality, customer care and service delivery.
- Self-motivated and ability to make appropriate decisions using own initiative.
- Ability to work in partnership across teams, the wider organisation and external parties.
- Excellent listening, communication and interpersonal skills.
- Ability to manage difficult situations and experience of conflict resolution.
- Demonstrable experience of leading, implementing and adapting to change.
- Significant financial knowledge of managing high value budgets

Qualifications required for this post:

A relevant tertiary qualification (desirable) and/or equivalent experience (essential)

Management qualification (desirable) and/or equivalent experience (essential)

Contacts and Relationships

Working in a collaborative manner with Members, other directorates, external and internal customers, community members and other bodies that interact with this role.

Other Key Features of the role/candidate

- Ability to lead a team providing clear direction and a motivational and inspirational environment for them to develop
- Team player capable of influencing and working within cross-functional teams
- Able to deal with ambiguity and the pace of change within local government, confidently making and standing by decisions in challenging situations and persisting with flexibility in the face of setbacks

- Having the confidence to speak out for what is best for Swindon, even when it is not easy to do so.
- Ability to make site visits throughout the Borough and attend meetings outside the Borough.

Values and Behaviours

We strive to underpin our culture through strong management and authentic leadership, this means getting the management basics right, and ensuring what we commit to individually and collectively, we own and demonstrate accountability aiming to get things right first time. Building on this we also expect everyone at Swindon Borough Council to demonstrate and live our organisational values and behaviours, this means in our work we are:

Connected: We put Swindon and its people at the heart of everything we do.

We display a communication and behaviour style that promotes a positive council identity in connecting with residents, customers, colleagues and other stakeholders ensuring a partnership approach to delivering our vision. Always asking: “is what I am doing in the best interests of Swindon and its people?”.

Resilient: We are forward thinking and work smart

We seek to identify where things can be improved, ensuring this learning is embedded, evaluated and built upon through a strong approach to continuous organisational development.

Brave: We respect and work together with our colleagues and customers to achieve success

We act in an emotionally intelligent way, setting positive examples around accountability, risk and governance. This will be delivered through developing ourselves and our teams to achieve the highest possible levels of productivity and performance.

Swindon Borough Council – Our Leadership Competencies

Corporate Leadership – Act as an Ambassador for the Council’s vision, priorities, pledges and values collectively with colleagues from within the Corporate Management Team.

Managing Self – Manage your time, priorities and resources to achieve goals and meet personal learning and development needs.

Leading People – Leading, engaging, developing and motivating employees to perform at their best.

Leading Change – Helping others to approach changes at work in a way that seeks to ensure their commitment and enthusiasm is focused on achieving the Council’s objectives.

Managing Information – Works in an informed and evidenced-based way by making good decisions based on relevant information and data.

Maximising Partnerships – Building effective working relationships and ensuring partnerships are focused on outcomes.

Managing Resources – Achieving objectives through the effective planning and allocation of resources.

Managing Activities – Managing the activities of the team to achieve business priorities within agreed time scales and budgets.

Managing Risk – Actively seeking to identify, escalate and mitigate risks and threats to business continuity and the achievement of the Council’s objectives.