



Job Title:	Head of Operations (Transformation and Reconfiguration)	Role Profile Number:	OPH55
Grade/s:	£75k	Date Prepared:	August 2020
Directorate/Group:	Operations	Reporting to:	Director of Operations

Job Purpose

The Head of Operations: Transformation and Reconfiguration is a fixed-term, two-year post, the purpose of which is to provide additional transformation support to the Operations Department as it embarks on a significant programme of change.

The Operations Department (which comprises of Waste Operations, Highways Operations and Assets, Public Realm Operations and Enforcement, Parking Operations and Enforcement, Housing Operations, Compliance, Fleet and Stores Management) was established in June following a restructure that disbanded the Communities and Housing directorate in order that appropriate focus can be applied to this important, front-facing area of the Council. A new Director of Operations has been appointed and will be starting at the Council in mid-September 2020.

Reporting to the Director of Operations, you will provide clear direction and impetus for change 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.

The Head of Operations: Transformation and Reconfiguration will work alongside the Director of Operations to deliver a new Target Operating Model for the service as well as a series of improvement business cases that have already been agreed. You will work with Service Managers as well as key members of enabling services to agree and execute the implementation plans for those business cases. You will also work closely with union colleagues to gain consensus for changes to improve the service.

Key Accountabilities

- Plan and execute transformational change activity 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.
- Work with service managers and enabling services, particularly communications colleagues, to ensure a clear roadmap for change is articulated and communicated to staff and managers

- Work with service managers and enabling services, particularly HR/OD, to ensure a programme of support and challenge is delivered which drives and embeds the necessary culture change across the department.
- Work with service managers and enabling services, particularly digital services, business change and IT, to maximise the use of data and technology across the service to improve efficiency in working practices and improve customer experience.
- To be an active and effective member of the Senior Management Team for Operations working co-operatively with the relevant Cabinet members

Key responsibilities

- 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.
- Supported by the Director of Operations, implement a transformational service improvement plan for the Waterside depot, working in partnership with colleagues and key stakeholders.
- 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 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.

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 change to operational services within a local authority or commercial setting.
- Demonstrate a proven track record of delivering change and service improvements.
- A proven ability to lead, direct and develop a multi-functional group in delivering transformational change
- Knowledge and practical experience of using ICT as an analytical and management tool.
- Experience of implementing new technologies in front-facing services to drive customer improvements and departmental efficiencies
- Experience of negotiating with trade unions
- 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.

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 cross -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.