

## JOB DESCRIPTION

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<b>Job Title</b>	<b>Head of Operations</b>
<b>Grade</b>	<b>SMG3</b>
<b>Position Number(s)</b>	<b>1</b>
<b>Department</b>	<b>Regeneration, Planning &amp; Housing Services (RPHS)</b>
<b>Directorate</b>	<b>Property Services</b>

## DIMENSIONS

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<b>Budget</b>	
<b>People / Teams</b>	<b>3 teams; Operational, Engineering and Compliance, Planned and Capital Works Business Intelligence.</b>
<b>Scope of Work</b>	<b>Responsive Repairs, Planned Preventative and Capital works, Gas, Electrical, Mechanical and Lift engineering, Fire Safety works, Business Intelligence, Asset Management, Procurement.</b>
<b>Contacts / Stakeholders</b>	<b>The Executive, Directors, Elected Members, MPs, external statutory agencies, 3rd party providers and members of the public</b>

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## DESIGNATION

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<b>Responsible to:</b>	<b>Director of Property Services</b>
<b>Employees directly supervised (if applicable):</b>	<b>3</b>
<b>Family Tree:</b>	

## JOB PURPOSE:

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1. To build and lead a team, across all the disciplines that is cohesive and delivers joined up customer-focused services; ensuring that all repairs and investment activities meet customer's needs and service standards.
2. To provide strategic oversight for the management and delivery of all responsive, planned, cyclical and engineering works.
3. To provide strategic direction that ensures appropriate works and services are carried out on time, within budget and procured in a timely and efficient manner to deliver service outputs and value for money across all disciplines, including the timely delivery of works arising from asset management plans.
4. To develop strategic Asset Management Planning, which identifies the future sustainability of the assets, forecasts liabilities, and informs future repairs and maintenance strategy such as the delivery of planned programmes of works and energy improvement measures where appropriate.
5. To set the strategic direction for Business Intelligence that contributes to continuous improvement, informs pro-actively the performance of the division across all measures and ensures customer services and outcomes are delivered within LBHF policies and strategic objectives.

## DESCRIPTION OF DUTIES:

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### Service Responsibilities

- Act as Contact Administrator for Repair and Maintenance and PPM contracts to ensure effective contractual and technical monitoring of contractors performance.
- Strategically develop and maintain effective relationships with relevant stakeholders including Members of Parliament, Councillors, statutory agencies, contractors, internal and external customers (tenants and leaseholders), colleagues, resident groups and community organisations.
- Provide strategic direction to ensure standards, targets and milestones are developed across all disciplines for contractual performance and through deployment of the teams to ensure corrective action is taken when required.

- Through leadership across the directorate, ensure that all works are undertaken in compliance with current statutory regulations, and that appropriately technically qualified persons are available to support the broad range of services provided.
- Provide strategic direction that supports corporate objectives to ensure an effective stock investment and asset management strategy be delivered to maximise the council's assets. Ensure that an effective asset management database is established and maintained to support the investment and business planning process.
- Provide leadership to ensure coordinated forward planning for capital and revenue investment supports the asset management plan and strategy. Write committee reports as required for the recommendation of future works programmes.
- Ensure that all procurement cycles are identified, that all works are procured and commissioned effectively to demonstrate value for money and procurement complies with relevant statutory requirements and the Council's Standing Orders.
- Ensure that all works invoices and payments are processed within defined procedures, authorisations and corporate timeframes.
- Through the effective development of a Performance Management regime across the directorate regularly report on all programmes of works, planned and responsive to a range of audiences.
- Ensure a quality assurance framework is developed across the directorate, which will effectively monitor the performance of both the contractors and client functions.
- Lead on innovation and creativity in the design of services and ensure that best practice is maintained through appropriate research, policy and procedural reviews to inform the directorate's future approach and strategies.
- Maintain a strategic oversight on all contractual or legal claims and ensure that appropriate procedures are in place to effectively manage them appropriately.
- Ensure adequate charging regimes are in place to recoup fee income for services provided.
- Ensure all works undertaken comply with statutory leaseholder consultation requirements and accurate and robust cost data is produced for annual service charge billing and other consultation processes.
- Provide professional and technical advice and reports on all matters within the functionality of the service, including the role of professional or expert witness at hearings, adjudications and legal proceedings etc.
- Produce reports for Committees and internal and external stakeholders as required.
- Maintain up to date knowledge of all relevant legislation, regulatory requirements, policy and best practice relating to Asset Management and Property Services and ensure that it is translated into action and changes are implemented in order to continuously improve services.
- Represent the Directorate at Council, Committee, Forum and external meetings on matters relating to the service area.
- Ensure that key operational risks are identified and reviewed on a regular basis and controls are put in place to mitigate and reduce the risks.
- Carry out other duties commensurate with their grade and directed by The Director.

### **Managing Service Performance and Budgets**

- Develop, lead and deliver a high quality, responsive, multi-functional service, working closely with Councillors, HRD and corporate colleagues and contractors, to ensure that customer satisfaction is continuously improved.

- Lead on the development of a comprehensive set of Performance Indicators and targets that deliver the directorates objectives, strategies, policies and business plans and to progress these through effective performance management arrangements.
- Lead on the development of annual budgets for all delegated revenue and capital budgets and income streams. Manage and forecast these to ensure financial viability and value for money for the service.
- Ensure all customer complaints and members enquiries are dealt with effectively and in accordance with the Council's policy. Ensure customer complaints and feedback is used to learn from and improve services.
- Embed a learning culture that drives continuous improvement and ensure that services are reviewed in line with the directorate's priorities, customer's needs, value for money and best practice.
- Proactively manage and produce performance information to ensure that services meet performance, contractual compliance, quality and budgetary targets and take corrective action if they fall below standards. Ensure this information is used as a trigger for service improvement.
- Ensure information is provided as required to support budgetary and performance monitoring, Health and Safety compliance and reporting, statutory and regulatory returns, audits and self-assessments.

### **Managing People**

- Lead on building an effective team through leadership and personal example so that the team members are fully engaged and prepared to go the extra mile. This leadership provides motivation, inspiration and support to the team.
- Ensure that appropriate resources are in place and all members of staff are recruited in accordance with the Council's policy and procedures, are performance managed and receive appropriate training and development to achieve their full potential and deliver high quality services. Ensure that sickness is proactively managed and all matters of discipline, poor performance and capability are dealt with in accordance with the Council's policy and procedures.
- Undertake regular 1-1 supervision through a performance management regime of all direct reports and provide effective review and appraisals ensuring key outcomes, smart objectives and targets are in place, delivered and linked to the directorate's objectives and service improvement plans. Ensure the team is compliant with all relevant policies and procedures.

### **Civil and Other Emergencies**

To support the Council's role in planning for and responding to civil and council emergencies using skills/expertise of the post holder and in accordance with council emergency procedures. To provide emergency contact details for the purposes of emergency and service continuity plans.

To ensure service continuity plans are in place for all the business units you manage that will enable them to deliver essential services following a business disruption and, where requested, ensure your service is prepared to respond to the needs of the community following an emergency.

### **I.T.**

To use the Council's office-based and mobile IT services for the input, access and transmission of information using the appropriate level of information security and classification through the use of electronic mail, diaries, word-processing, spreadsheets and databases as well as any specific job-related applications as required to carry out the duties of the post.

### **Information Management**

To ensure the Council's data quality and information rights compliance by managing the administration of information, application systems, technology and staff so that the business unit complies with the Council's Information Management related policies.

To ensure adequate guidance is available to business unit staff through the production and maintenance of documented procedures and processes supported by relevant training.

During audits, to be able to demonstrate compliance with policies by the production of satisfactory supporting evidence.

### **Equal Opportunities**

To know and adhere to the Council's equal opportunities policy and equalities legislation and implement in relation to job responsibilities in employment and service delivery.

### **Health and Safety**

To be fully familiar with the Council's Safety Policy and Codes of Practice and guidance relating to their area of work and ensure that all duties and responsibilities are discharged in accordance with them.

To take reasonable care for his/her own health and safety and any other person(s) who may be affected by his/her acts or omissions at work in accordance with Health and Safety legislation.

To co-operate with the Council in so far as it is necessary to enable it to comply with its duties under relevant Health and Safety legislation.

To be responsible for the risk assessment of officers' health and safety within their service area whilst at work and any other person's health and safety who may be affected by this undertaking for the purpose of identifying the measures they need to take to comply with the requirements and prohibitions imposed upon him/her by or under the relevant statutory provisions, regulations, approved code of practice and guidance.

### **Smartworking**

Work under the council's smartworking policy and timesheet to assist in providing value for money to clients.

### **Safeguarding of Children, Young People and Adults (for all front line staff in Children's Services and Adult Social Care)**

To be aware of and work in accordance with the Council's child and adult protection policies and procedures in order to safeguard and promote the welfare of children and adults and to raise any concerns relating to such procedures, which may be noted during the course of duty.

**For further information on whether a Standard or Enhanced Disclosure check is required, managers should refer to Disclosure and Barring Scheme information on the HR policies and procedures section of the SmartHR intranet site.**

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I agree to the above job description

Post Holder .....

Date.....

Director / Chief Officer.....

Date.....

## SELECTION CRITERIA / PERSON SPECIFICATION

<b>Job Title:</b>	<b>Head of Operations</b>
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### Conditions to Note:

#### Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It is essential that you give at least one example of your ability to meet each of the 5 Values and Behaviours: Responsive, Innovative, Collaborative, Enterprising and Serving our Public.

#### Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

#### Values & Behaviours

The London Borough of Hammersmith and Fulham has identified 5 key behaviours and values, which should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours. Candidates applying for managerial/leadership roles should also demonstrate two additional leadership behaviours.

<b>A</b>	<b>Equal Opportunities</b> Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.
<b>B</b>	<b>Qualifications:</b>  <b>Essential:</b> <ul style="list-style-type: none"> <li>• RICS/CIOB qualified or equivalent gained through experience.</li> </ul> <b>Desirable:</b> <ul style="list-style-type: none"> <li>• Management or Business Qualification</li> <li>• Evidence of continued professional development</li> </ul>
<b>C</b>	<b>Knowledge &amp; Experience:</b> <ol style="list-style-type: none"> <li>1. Excellent change management and organisational development skills.</li> <li>2. Experience of leading and developing a cohesive, diverse multi-discipline property services team that delivers joined up services in a social housing environment</li> <li>3. Experience of engaging with the corporate management preferably in a Local Authority environment.</li> <li>4. Experience of strategic responsibility with a well-developed understanding of the dynamics of complex business management in a political environment.</li> <li>5. Experience of developing and translating strategy and policy into operational delivery</li> </ol>

	<p>plans.</p> <ol style="list-style-type: none"> <li>6. Experience of business planning and developing long, short and medium term objectives.</li> <li>7. Experience of managing statutory compliance requirements within the social landlord and built environment.</li> <li>8. Demonstrable experience of strategic Asset Management planning and programme development.</li> <li>9. Experience of setting and managing significant capital and revenue budgets.</li> <li>10. Demonstrable experience of contract management and working with 3<sup>rd</sup> party providers</li> <li>11. Significant experience and knowledge of delivering different forms of contracts e.g. JCT, NEC, PPC and MTC</li> <li>12. Knowledge of procurement including public sector and European procurement requirements.</li> <li>13. Experience of promoting and fostering a culture that meets the needs of and engages with customers and staff within a high performing environment and demonstrable evidence of delivering service improvements for customers.</li> <li>14. Experience of Partnership working, managing stakeholder relationships and collaborative working that deliver successful business outcomes.</li> <li>15. Demonstrable experience of implementing performance management frameworks, both strategic and operational.</li> <li>16. Ability to analyse complex issues and information and draw sound conclusions to present cohesive and strategic reports to inform policy, procedure, performance and improve services</li> <li>17. Strong IT skills with ability to use a wide range of Management Information Systems and Microsoft Office packages</li> <li>18. Ability to demonstrate resilience to overcome difficult situations.</li> <li>19. Able to work outside normal hours where necessary to deal with emergencies</li> <li>20. Ability to attend meetings outside of normal working hours</li> </ol>
	<b>Our Values &amp; Behaviours</b>
D	<div> <div>▶ <b>Responsive</b></div> <div> <p><b>We have a ‘can do’ attitude and respond to the needs of others quickly, positively and appropriately:</b></p> <ul style="list-style-type: none"> <li>• I listen, acknowledge what is needed and respond promptly and appropriately</li> <li>• My actions and decisions are informed, balanced, reasonable, transparent and well explained</li> <li>• I take responsibility for my actions and enable others to take action or make decisions too</li> <li>• I anticipate and plan to meet future needs</li> <li>• I seek regular customer feedback on how my service is received and make improvement where is needed</li> </ul> </div> </div>
E	<div> <div>▶ <b>Innovative</b></div> <div> <p><b>We embrace change and constantly seek ways to improve the way we work:</b></p> <ul style="list-style-type: none"> <li>• I look for better ways of delivering my service to add value for my customers and the taxpayer</li> <li>• I am open to new ideas and encourage a creative environment where these can emerge</li> <li>• I make things simple and easy-to-access for my customers/residents</li> <li>• I embrace change and build on new opportunities that emerge</li> <li>• I act as a role model exploring all sectors and adopting best practice to deliver my service</li> </ul> </div> </div>
F	<div> <div>▶ <b>Collaborative</b></div> <div> <p><b>We work well together to achieve a common goal:</b></p> <ul style="list-style-type: none"> <li>• I am sensitive to the needs and preferences of others, respect them and adapt my behaviour as appropriate</li> <li>• I share knowledge and am open to learning from others</li> <li>• I am open to constructive challenge from others and seek and act on feedback</li> <li>• I invest time in building and maintaining my relationships with internal and external partners</li> </ul> </div> </div>

	<ul style="list-style-type: none"> <li>• I recognise and show that I value the contribution of others</li> </ul>
G	<div>▶ <b>Enterprising</b></div> <p><b>We are resourceful and seek the best deal when looking for ways to improve value for money:</b></p> <ul style="list-style-type: none"> <li>• I deliver high quality services in spite of diminishing resources and do not overspend</li> <li>• I seek ways to reduce cost and work with others to get better value for our taxpayers</li> <li>• I have a commercial outlook and look for ways to generate income</li> <li>• I focus on delivering results and outcomes</li> <li>• I challenge existing practice to ensure continuous improvement and support new ways of working</li> </ul>
H	<div>▶ <b>Serving our Public</b></div> <p><b>We put the public at the heart of everything we do, lead by example and take pride in serving our public well:</b></p> <ul style="list-style-type: none"> <li>• I set high standards for myself and ensure that</li> <li>• I deliver the best possible service that reflects diverse needs</li> <li>• I put citizens at the heart of everything I do</li> <li>• I enable others to make informed decisions by providing clear and concise information</li> <li>• I am aware of my role within the local authority and deliver services in order to balance competing needs</li> <li>• I treat others with courtesy, fairness and transparency when delivering public services</li> </ul>
<b>Management Roles</b>	
I	<div>▶ <b>People and service management</b></div> <p><b>I manage my service, know my budgets and what is going on:</b></p> <ul style="list-style-type: none"> <li>• I encourage my team to improve the service and find opportunities to collaborate with others to maximise performance</li> <li>• I set and monitor stretching targets, whilst supporting people to deliver</li> <li>• I anticipate Members' needs and respond to their feedback</li> <li>• I take prompt and fair action to rectify poor performance</li> <li>• I plan, monitor and adapt my budget to respond to changing priorities</li> </ul>
J	<div>▶ <b>Leadership and engagement</b></div> <p><b>I lead high performing teams by engaging employees:</b></p> <ul style="list-style-type: none"> <li>• I develop and communicate a clear vision and direction for my service</li> <li>• I help staff engage with and understand reasons for change</li> <li>• I coach and build the capacity of my team</li> <li>• I invest time meeting and communicating with my staff, including through one to ones, team meetings and performance appraisals</li> <li>• I make time to understand people's strengths and what motivates them</li> </ul>