RECRUITMENT:

DEPUTY HEAD OF OPERATIONS
Thank you for your interest in the Deputy Head of Operations role at Braintree District Council.

Braintree District Council is at the forefront of delivering excellent public services with a proven track record of success. We place our customers at the heart of all we do.

With our strong political and corporate management leadership and our dedicated and committed staff and robust financial and corporate governance, we are well equipped to respond to both the future challenges and the opportunities that lay ahead. These include less funding from central government, reducing waste, whilst maximising recycling, developing our commercial and investment portfolio and our ambitious plans for the development of a new garden community along with other residential, industrial and business growth that aims to address the long-term housing, transport, infrastructure, open space and employment needs across the District.

As an ambitious Council that often punches above its weight, in recent years we have learnt to drive a culture that has encouraged innovation and change as the norm. Through sound financial management and good business we have been able to invest in and maintain our high quality front line services that really matter and make a difference to our customers.

Times are changing and the face of modern local government is one of the fastest areas of change. In common with most other local authorities, Braintree District Council will continue to face some tough challenges in the years ahead, as we aim to be grant free from central government by 2020. Through our creative approach to commercialisation we will continue to look at further at ways to increase our income, whilst reducing our costs and investing wisely in new opportunities.

As Assistant Head of Operations you will be responsible for leading our customer facing services including: Refuse, Recycling, Parks and Open Spaces, Street Cleaning and Street Scene Protection. We will be looking for a person to have new ideas and thoughts on how we can continue to integrate our front line services for the benefit of our customers.

We want someone who has drive and ambition and will be able to get the best out of the teams you will be responsible for in what will be, we hope, a strong future for our district.

If you feel that you have the skills, experience and enthusiasm to help us, please read on, as we would like to hear from you.

Councillor
Mrs Wendy Schmitt
Braintree is an ambitious and dynamic Council and is working hard to continue making the District a great place in which to live, work and visit. We have a strong track record for delivering and an excellent reputation amongst our customers for high levels of performance and quality services across the District.

We have consistently achieved top quartile with our recycling performance with over 50% of our municipal waste recycled and remain committed to achieving 60%, as well as preventing and minimising residual waste. Through our work with Town and Parish Councils and also our external Partners we have delivered a series of initiatives including the award winning Clean Heart of Essex programme, to keep the District and its infrastructure clean and tidy. We will deal robustly with those who spoil the local environment by littering, fly tipping and committing other enviro-crimes that spoil the local environment for everyone.

We remain fully committed to protecting and preserving the local environment including our green open spaces, parks and play areas as places to enjoy sport and recreation, enjoy the benefits of being outdoors and for children to play. We recognise their importance in helping to improve the health and wellbeing of our residents.

Our aim of becoming financially self-sufficient has led us to adopt a more commercial and entrepreneurial approach and we continue to innovate and explore new initiatives to ensure that we can provide the very best services to our customers. This together with prudent financial planning has put us in a stronger position than most and we are keen to invest in the District, reduce our costs, increase income and maintain our good services.

We believe strong management and leadership is the key to the successful delivery of services, together with a commitment to local employment and in-house service delivery. This role requires an ambitious leader with substantial experience of managing operational services including professional, technical and large numbers of front line service delivery staff.

Paul Partridge
Head of Operations
Braintree District is situated in the North of Essex. We cover some 61,168 Hectares (236 square miles) of largely rural land. We are one of England’s largest Districts with three growing towns (Braintree, Witham and Halstead) surrounded by rural areas. The population of the District is currently around 150,000 (2015). Braintree has good transport links, including the A12, A120, a railway branch line that diverges from the Great Eastern Main line at Witham and runs north west to Braintree. The route is 10.3 km (6 miles) in length and there are five stations, including the two termini and is classified as a London and South-East commuter line.

The District has a strong locational advantage between Stansted Airport and the Haven Ports; high quality employment sites at affordable prices; a track record of investment successful growing and expanding businesses and strong business start-up rates. We are already investing in growth through key infrastructure projects such as a new Enterprise Centre; relieving congestion through strategic road and rail improvements; and investing in superfast broadband roll-out. That investment is set to lever in around £20m of public and private funding. We are also strong on business engagement, establishing a Business Leaders Board and working with Essex Chambers to deliver a programme of business events. We also recognise that we need to work closely with Essex County Council to improve the Educational attainment levels in the District and related skills required by local businesses.

The Role

The successful candidate will be a key member of Operations Senior Management Team and under the direction of the Head of Service will provide leadership and operational direction for the portfolio of front line services they will be accountable for.

They will aspire to be a future Head of Service and deputise for the existing Head of Service. They will relish the challenges that this multi-dimensional role will bring. There must be a strong desire to use creative and innovative approaches to improve operational service delivery and harness the potential of existing staff and build on the successes and achievements to date. This will include ensuring full integration of the individual operational service areas and to further develop one dynamic and forward thinking operational team.

The benefits package

Braintree District Council offers an excellent benefits package to all of our employees. This includes:

- Salary scale: £52,965 - £57,990 pa
- A Local Government pension scheme
- Excellent opportunities for personal development through our core training programme
- Payment of professional fees
- An employee assistance programme – providing advice, assistance and counselling to employees on a wide range of issues
- Child care vouchers
- Discounted gym membership
Deputy Head of Operations

Salary/Grade
SMG3
£52,965 - £57,990 per annum

Service
Operations

Responsible to
Head of Operations

RESPONSIBLE FOR:

- Direct line management of 2 x Service Unit Managers.
- Indirect responsibility for team of approx 170 staff covering Waste Operations (Refuse, Recycling and Commercial Waste), Transport (Fleet) Vehicle and Plant Management, Street Scene and Parks (Grounds Maintenance, Street Scene Protection, Open Spaces, Street Cleaning, Cemeteries, Markets and Public Conveniences)

ROLE PROFILE:
Leadership and Management

• Provide strong operational leadership to a diverse workforce and ensure Service Unit Managers operate a robust performance management culture across Operations front line services.

• Provide managerial direction and constructive challenge to all Managers, Assistant Managers, Supervisors and Team Leaders, motivating and inspiring them to work together in a cohesive and integrated way.

• Ensure effective and continuous workforce development and that the expertise and skills potential of employees is realised through the provision of active learning.

• Ensure a positive and pro-active approach to the management of sickness absence in line with corporate policies, practices and procedures.

Service Delivery and Customer Satisfaction

• Work collaboratively with Directors, Head of Service and all Service Unit Managers, and other colleagues to deliver the front line services ensuring a ‘one council’ ethos is firmly embedded.

• Continue to improve performance within the front line services by providing timely and direct interventions to sustain and maintain high standards of service.

In the absence of the Waste Operations Manager (Maternity leave until April 2018) -

• To act as the Lead Officer for Refuse, Recycling and Commercial Waste. This will also include responsibility for the safe delivery of the transport function, in line with relevant Vehicle and Operator Services Agency (VOSA) and Driver and Vehicle Standards Agency (DVSA).
Commercial culture
• Lead the development of commercial opportunities for each service area, working with the Commercial and Business Support Team to ensure there is the capacity to take on new areas of work and the expansion of existing services.
• In conjunction with the Commercial and Business Support Team contribute to the preparation of tenders bids for external works and funding for projects as required.
• Maintain and enhance best practice to ensure the delivery of added value services utilising an innovative and creative approach to service delivery to achieve the best outcome for the Council and its customers.

Statutory/Legislative requirements
• To be directly accountable and responsible for the health and safety management controls across the front line services ensuring that all existing and new legislation is firmly embedded.
• Maintain an up to date knowledge of all relevant current and impending Government legislation to ensure its implementation where agreed.
• Ensure the front line services meets the requirements of the Council’s Operators Licence and Road Traffic Legislation in respect of the maintenance of all commercial vehicles and plant.

Other responsibilities
• Deputise for the Head of Service in their absence including attending Committee Meetings, Member Briefings, Corporate Management Team and External Partnership meetings.
• To act as the Lead Officer for Refuse, Recycling and Commercial Waste in the absence of the Waste Services Manager (on maternity leave)
• Participate in the Operations Senior Management standby rota to ensure service resilience and business continuity in all service areas.
• Embrace and promote the Core Values and Behaviours of the Council and ensure the highest standards of conduct
• Positively promote the Council and its priorities at all times both internally and externally. Represent the Council at a local, regional and national level, as well as with the local community, Town and Parish Councils and other organisations.
• Ensure the highest levels of integrity and probity are maintained in all aspects of decision making as set out in the Council’s Constitution.

CORPORATE ACCOUNTABILITIES
• To demonstrate a high commitment to equality, diversity and wellbeing through active promotion of these in all areas of employment and service delivery.
• To take responsibility for maintaining own health and attendance.
• To support, contribute and comply with quality and governance procedures as directed by management.
• Any other duties as required to support the business, including maintaining business continuity and during civil emergencies.
• To apply and actively promote the principles of the Council’s Safeguarding Procedure in all areas of employment and service delivery.
• Any other associated duties detailed by Head of Service or his representative.
Communicating Effectively

Demonstrate the effective use of the range of communication methods available: written, spoken, electronic, and use these methods in appropriate ways suitable to the context and situation

- Strong communication skills – written and oral appropriate to a variety of audiences.

Performing efficiently and effectively

Promote good performance, developing clear, structured and efficient ways of managing workload and delivering results. Staff should challenge themselves and others to perform well, and to adhere to the Council’s performance management systems

- Adapt to a fast changing social and political environment.
- Negotiate and influence others positively in order to achieve for the Council.
- Formulate and develop operational plans for their effective implementation.

Using and managing resources efficiently and effectively

Demonstrate the effective and efficient use of the full range of resources used in and by the Council including time, finances, staffing, equipment, information, materials, buildings, etc.

- Grasp both complex and contentious issues swiftly and respond appropriately with potential solutions.
- Manage resources effectively and respond where appropriate to unplanned and unexpected changes.

Engaging with the customer

Understand the needs and requirements of their customers, to provide excellent customer service, and to involve customers in the improvement of services.

- Be a role model of excellent internal and external customer service
- Maintain a culture of continuous improvement

Working well together

Actively foster good working relationships with colleagues and customers in order to collectively achieve the Council’s direction and ambition.

- Confidently respond to and manage sensitive operational issues.
MANAGERS/LEADERS COMPETENCIES

Managing and developing people
Effectively manage and develop staff in order to achieve the Council’s objectives, improve performance and job satisfaction, and to develop the workforce of the future

• Inspire, motivate, positively influence and develop teams together with effective delegation within a clear accountability framework.
• Develop and sustain effective performance management arrangements.
• Provide clear direction to others in an appropriate style together with an ability to make tough decisions when required.

Providing Leadership
Establish and maintain personal credibility as a modern leader in local government

• Think and work strategically in the context of a public sector organisation, within a three-tier county area that works in partnership with a host of other statutory and non-statutory organisations
• Demonstrate personal integrity with a strong adherence to corporate governance and ethics expected in a public service arena.
• Lead by positive example by demonstrating the Council’s organisational core values and behaviours and a commitment to apply them.
VALUES AND BEHAVIOURS

Braintree District Council has developed values and behaviours that demonstrate and measure what we expect to see from our staff. They are integrated across the Council and are used as part of performance reviews, inductions procedures, the apprentice programme and all training interventions.

We call them PRIDE:

P - Perform well and get things done
R - Respect and value customers and staff
I - Improve and learn
D - Deliver that bit extra
E - Efficient and effective

P - PERFORM WELL AND GET THINGS DONE

WE WILL:
- Take responsibility for our actions and be accountable
- Be positive, show enthusiasm and energy - it’s infectious
- Be flexible and adaptable to get things done
- Work well together and be committed to what we do

WE WILL NOT:
- Be negative or disruptive
- Be resistant to change
- Put things off or ignore colleagues and customers
- Fail to manage our own performance

R - RESPECT AND VALUE CUSTOMERS AND STAFF

WE WILL:
- Be open and honest
- Listen and focus on customers’ needs
- Be open-minded and treat everyone fairly

WE WILL NOT:
- Be unhelpful or say ‘It’s not my job’
- Say one thing and do another
- Disregard the views and opinions of others
- Support or tolerate a blame culture

I - IMPROVE AND LEARN

WE WILL:
- Create opportunities for everyone to improve
- Take ownership for our own development
- Share lessons learnt and help colleagues
- Welcome questions and challenges to help us do things better

WE WILL NOT:
- Cover up our mistakes
- Keep getting the same things wrong
- Ignore customer feedback
D - DELIVER THAT BIT EXTRA

WE WILL:

• Focus on solutions, not problems
• Be open to new ideas and aim high
• Have a ‘can do’ attitude
• Be proud of what we do

WE WILL NOT:

• Stick to methods that don’t work or are outdated
• Make promised we can’t keep
• Work in isolation and only care about our own jobs

E - EFFICIENT AND EFFECTIVE

WE WILL:

• Make the best use of the resources available to us
• Communicate clearly with the right people at the right time
• Respond promptly to customers’ requests
• Be open to new ideas, challenge the status quo and create novel solutions
• Seek new ways of working to do our jobs more effectively
• Recognise and act upon commercial or efficiency opportunities
• Strive to support new initiatives and a more commercial culture

WE WILL NOT:

• Waste resources
• Be unhelpful or rude
• Delay responses unnecessarily to colleagues and residents
• Be closed-minded and say ‘I’ve always done it this way’
• Undermine change or improvements
• Fail to support the Council’s move towards a more commercial culture