



HILLINGDON

LONDON

Job Profile

March 2025

JOB TITLE: Head of Operations – Development Services

GRADE: POF

POST NO: 29388

GROUP: Place

DIRECTORATE: Planning and Sustainable Growth

SERVICE: Development Services Operations

SUPERVISED BY: Assistant Director of Development Services

SUPERVISION EXERCISED: Directly: Up to 5
Indirectly: Up to 40

CONTACTS **Internal:** Executives and Senior Managers, staff, and colleagues in all departments.
External: Colleagues in other directorates, local authorities, contractors, government department representatives, Members, residents, stakeholders, and amenity groups.

Job Description

ROLE PURPOSE

As part of the Place Directorate Senior Leadership Team, the post holder will lead and assure excellence across the delivery of all technical administration and business management functions, including but not limited to Development Services Operations, Commercial Services and Performance and Projects across the Planning and Sustainable Growth Directorate.

Lead, manage and develop the provision of technical operation services, controlling and monitoring service quality and managing information and performance to ensure that the Council meet its statutory requirements as the Local Planning Authority, Lead Local Flood Authority, Building Control Authority and all other statutory activities.

Provide strategic leadership to ensure the delivery of the Planning and Sustainable Growth Service business plan, ensuring consistent and high-quality services that are responsive to customer demands.

To lead on innovation in the development and implementation of cross-cutting Directorate initiatives, including the digitalisation of services and commercial development opportunities.

The post holder will work proactively as part of the Senior Leadership Team to implement changes and bring about improvements in service delivery and ensuring the delivery of cost-effective customer focused services.

Formulate, recommend and implement policies and strategies for more efficient and effective ways of delivering services across the Directorate.

Senior responsible officer leading on all procurement, contract management and business activity in the Directorate.

MAIN DUTIES AND RESPONSIBILITIES

Core Functions

- Lead the Directorate's operational services ensuring the provision of effective information and business functions, including monitoring the delivery and performance of those services, advising on quality assurance and business development.
- Responsibility for all strategic decision making and ultimate accountability for the operational management of the service area.

- To identify, secure, deploy and manage resources within the team to ensure effective and appropriate service delivery.
- To contribute to the financial sustainability across the Directorate by engaging in the relevant corporate processes and strengthening governance to ensure value for money is effectively delivered within existing budgetary constraints.
- Lead, manage and develop operational functions in accordance with agreed standards and within allocated resources to ensure that the priorities of the Directorate and the Council are delivered, obligations and statutory process are protected, and the corporate and customer interfaces operate efficiently.
- Managing complex work programmes requiring a high level of personal expertise and experience in the subject and associated systems.
- Develop and leverage Directorate data when designing, delivering and transforming services to improve outcomes and drive efficiencies within current financial constraints, whilst ensuring robust management arrangements are in place.
- Provide expert advice on major compliance and risk issues, including the interpretation of complex legislation and regulations.
- To provide at a senior level, specialist expert advice and guidance to officers, Members, developers, the public and other stakeholders on all aspects of operational services.
- Champion a commercial culture and the delivery of customer-centred services, providing technical support to maximise benefits of the 'development team' approach to proposals.
- Oversee the development of a digital culture within the service by embracing technology in every-day activities and seeking digital improvement opportunities in support of a service-wide digital strategy.
- Accountable for the statutory responsibilities that fall within the remit of the post including technical processing of Building Control, Planning, Land Charges and other consent processes including receipt, consultation, and notification, as well as post-decision activity such as appeals.

Business Planning

- Oversee the strategic and operational planning and delivery of the service targets and objectives. Provide regular reporting and analysis for Key Performance Indicators, monitor mitigation and action plans reporting on progress and identifying interventions as required.
- Ensure the development and implementation of effective procedures/policies systems, processes, performance criteria and governance frameworks to meet operational requirements, internal and external reporting requirements, and ensure compliance with legislation and regulations.

- Establish and manage the service area budget, ensuring that any variances are monitored, escalated and resolved promptly. Contribute to the overall budget management of the Directorate.
- To oversee income management across the Directorate, including performance reporting for fee income generating services and methodologies for setting discretionary fees and charges.
- Responsible for grant management across the Directorate, ensuring adherence to grant conditions, relevant financial regulations and internal controls.
- Responsible for VAT compliance across the Directorate between statutory and discretionary transactions in accordance with relevant legislative requirements.
- To manage the Directorate's annual Procurement Plan, ensuring commissioning, procurement and purchasing activities are programmed, delivered within required timescales and within budget.
- To facilitate effective contract management across the Directorate, supporting contract performance and related issues and regular review of contractual arrangements with external providers.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- Play a lead role for the department in Corporate Projects, including transformational activity, to ensure the needs of the service are considered and secure maximum benefits for the service and customers. Identify and explore income generation opportunities arising from all services across the division.
- Ensure a comprehensive risk management approach to service delivery.
- Keep abreast of national changes in legislation or policy to identify and formulate recommendations to Managers on how the service needs to respond to such changes.
- Responsibility for managing the administration and maintenance of the specialist systems and lead on the development and implementation of new tools within the service area.
- Lead on the development and implementation of robust procedures, processes and workflow management for all technical processes maximising the benefits of operating systems/ technology to improve delivery.

Leadership

- Lead and develop the service, providing mentoring, shadowing, learning and development opportunities to ensure staff have opportunity to reach their full potential.
- Ensure that equality, diversity, and inclusion are embedded and promoted across all aspects of the service, including staff progression and retention, learning and development opportunities, assessment of development proposals and operational activity and project implementation.

- Ensure the effective implementation of health and safety legislation, policies, and practices across the Directorate, creating a positive culture of health and safety within the teams.
- As part of the Directorate Management Team, lead and motivate teams to provide a positive service, adopting a dynamic and innovative approach to try to find solutions.
- Actively support transformational activities and a cultural shift in working practices to ensure the right team for the right project. Encourage a flexible approach to project delivery within the wider team to match demand and provide opportunities for career development.

Customer Service and Engagement

- Lead on ensuring effective communication with customers and residents, including all statutory notification processes, and embrace innovative technology to improve customer management and engagement.
- Oversee the management of the Directorate's web and social media output, liaising effectively with the Council's Communications team.
- Champion the customer journey for the service, looking to secure improvements in processes and systems, including innovations to provide customer-oriented services.
- Regularly review the customer journey, including customer feedback
- Lead on projects, changes, or improvements to systems, such as ICT, processes or protocols that are required to provide cost-effective customer focussed services.
- Contribute to the provision of effective Member engagement, training and learning opportunities, with responsibility for updates on system and process changes.
- Engage collaboratively with other leadership team members, providing expert advice and constructive challenge as appropriate.
- Represent the Directorate in operational and technical matters with national, London-wide, and sub-regional partners or agencies.

Additional Responsibilities

- To deputise for the Assistant Director of Development Services as appropriate.
- Complete other reasonable tasks in order to fulfil role purpose or as instructed by senior management.

Person Specification

Head of Operations

This person specification will be used for recruitment. It will form the basis of the application form, and candidates will be assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL	DESIRABLE
Postgraduate, Level 7 (or equivalent) in a discipline relating to Planning, Building Control, Management, Finance or Procurement	✓	
Evidence of management or leadership CPD	✓	
Project Management or Change Management Qualification (PRINCE2, APM, APMG, other appropriate accreditation)		✓
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS (describe)	ESSENTIAL ✓	DESIRABLE ✓
Significant experience of working in local government with an understanding of the business and financial context facing place based services.	✓	
Occasional evening meetings and longer hours during peak work times	✓	
Attendance at Committee meetings or similar Member meetings as required.	✓	
3. EXPERIENCE (describe)	ESSENTIAL ✓	DESIRABLE ✓
Experience of effective resource management including staff, external consultants, or projects to support the delivery of high-quality frontline public services.	✓	
Significant experience of managing concurrent procurement and purchasing activities from inception to delivery for the commissioning of resources, goods and services.	✓	
Significant experience of financial or budget management in the context of Local Government or other major organisation.	✓	
Experience of contributing to effective transformational change and managing specific programmes or projects, delivering expected benefits.	✓	
Experience of managing performance standards, using monitoring and reporting of key data sets and information for service improvement.	✓	
Experience of report writing, including briefing notes, business cases and Cabinet (Member) reports, demonstrating a high degree of comprehension and literacy, with an understanding of democratic decision-making.	✓	
Effective working within a political environment, providing clear, balanced advice and guidance on issues that achieve the corporate and service objectives of the organisation.		✓
4. KNOWLEDGE & SKILLS (list)	ESSENTIAL ✓	DESIRABLE ✓
A general understanding of the planning, built and environmental related issues facing Hillingdon within its economic, business, cultural and political environment.	✓	

Ability to manage the processes and procedures required to support the delivery of services and adjust the work programme to changing priorities, ensuring service plan objectives are met.	✓	
Ability to proactively anticipate change and support innovation as the driver of change and new ways of working.	✓	
Ability to think and act strategically, operate efficiently within a corporate structure, provide leadership on multi-disciplinary issues and demonstrate a clear vision which can be translated into effective action.	✓	
Understanding of team dynamics and the need for agile working to ensure a collaborative and high performing culture.	✓	
Ability to understand and interpret relevant legislative and regulatory frameworks.	✓	
Can demonstrate a high level of commercial awareness with the ability to apply relevant marketing strategies and tools to provide opportunities to strengthen brand recognition and improve market position.	✓	
Ability to lead and promote the concept of the 'customer journey', ensuring the delivery of effective customer service, considering the needs of different customers and the associated impact on service delivery.	✓	
Ability to consult and communicate clearly and effectively, orally and in writing, and develop positive relationships which generate collaborative working, confidence and respect internally and externally.	✓	
Ability to process large amounts of information, understand different interests, weigh options, and make sound decisions quickly.	✓	
Ability to promote and maintain high standards of professionalism, integrity and probity through personal conduct, use of appropriate procedures and compliance with standards.	✓	

Our values

Respect

We appreciate what makes us different and include everyone.

- We recognise that we all have unique talents, skills and experiences.
- We provide a professional service to our residents and colleagues and lead by example.
- We celebrate diversity and ensure our working practices are inclusive.

Collaborative

We believe in the power of working together.

- We work collaboratively as one council.
- We promote creativity and innovation to improve outcomes for all.
- We recognise the strength of sharing knowledge and experience.

Efficient

We deliver the best possible outcome by carefully managing our resources.

- We are empowered to deliver the most efficient outcome.
- We harness new technology and tools to deliver our services efficiently.
- We look after our finances and maximise value for money for residents.

Integrity

There is no gap between what we say and do.

- We choose what is right over what is easy.
- We trust and support each other to get the job done.
- We are responsible and accountable for our actions, both good and bad.

Open and honest

We are transparent in the actions and decisions we take.

- We provide a safe space to have truthful discussions in a positive way.
- We encourage constructive feedback without fear of judgement.

Appendix 1

Organisational Chart

