

Job Title	Strategic Head of Environment Operations, Parks & Open Spaces		
Pay Grade	MG5		
Directorate	Environment & Culture	Division	Environment
Reports to	Director of Environment		
Budget (£)	25,728,360 (revenue & capital)		
Role Purpose			
<p>To provide strategic leadership for all aspects of Environmental Operations, Parks & Open Spaces, ensuring the development and implementation of an innovative, evidence-based programme of continuous improvement with an emphasis on service quality, environmental ambition, and sound financial planning.</p> <p>This role has 5 direct reports and includes over 320 staff members, managing the below high-profile teams and the services contractors:</p> <ul style="list-style-type: none"> • Waste & Recycling • Street Cleansing • Parks & Open Spaces delivery & strategy • Bereavement / Cemetery Services • Bulky Waste • Household, Recycling, Refuse Centre (HRRC) at Forward Drive • Commercial waste services • Commercial sales • Schools, Housing & Third Party Service Level Agreements <p>To lead by example and drive positive cultural principles, embodying and promoting the values and behaviours of the council and empowering team members to reach their full potential with a particular emphasis on health and safety. Ensure that performance management and employee development is effective and that communications across the service are clear and consistent to maximise efficiency</p> <p>To be responsible for developing and implementing strategies, whilst coaching managers and supervisors in strategic and analytical thinking, to consider risk appropriately, and provide fit for purpose solutions in a fast-paced operational environment ensuring delivery of the corporate vision, values and strategic priorities of the Council. Delivering a high-quality service whilst creating new and ambitious income streams.</p> <p>To influence and promote development of multi-agency partnerships, building essential internal and external relationships and collaborations that champion innovation and continue to drive success whilst upholding The London Borough of Harrow's reputation.</p> <p>This role is pivotal to the success of The London Borough of Harrow. Due to the universal nature of the service, there is considerable member and resident interest which the post holder needs to manage.</p>			
Measures of Success			
<ul style="list-style-type: none"> • To demonstrate a clear understanding and control over budgets and that all MTFS are met through residential behaviour changes and maximising resources. • To ensure the successful introduction of the Waste Strategy. 			

- This role needs to provide evidence of reduced disposal costs via residential behavioural change. This will be monitored via disposal costs.
- This role will have flagship actions to achieve each year. Some of these actions will be published and in the public eye.
- This role will have outputs measured in scorecards which will be scrutinised at quarterly performance boards.
- To ensure all revenue and capital expenditure meets maximum outcomes
- Ensuring that all complaints and enquiries are dealt with within the SLA timeframe.
- Ensuring new technology is introduced into the service for improved data analysis and overall service delivery.
- To ensure new procurement legislation is adhered to for contracts over £5m.
- Health and Safety
- Compliance
- Risk management

Climate Vision

Harrow is committed to helping staff and residents understand the impact of individual/organisational choices on climate. Contributing to our [Interim Climate Strategy](#) is an objective for every employee in terms of measuring success.

Particular focus on fleet and continuous improvement and strategic planning.

Tasks / responsibilities

1. Take a strategic lead for the development, promotion, implementation, and continuous review of a waste management strategy for the Council ensuring that waste collection in full compliance with legislative requirements, and that services are delivered to an excellent standard and in the most efficient and economical way.
2. Take a strategic lead for the development, promotion, implementation and continuous review of a Streets, Parks and Grounds Management Strategy for the Council ensuring that local services are delivered to an excellent standard and in the most efficient and economical way.
3. Ensure that service plan compliments wider service strategies and those of other services which have a close impact such as the highways and climate strategy, through collaborative working with other Heads of Services and Directors to maximise efficiencies whilst encompassing the wider Council vision and priorities.
4. To be the expert guide to Senior Council Officers and Elected Members ensuring that complex and detailed service specific information is communicated in a clear and understandable way to ensure that key priorities are incorporated within the wider council strategy and budget plans.
5. Strategic lead for all procurement requirements, which within Environment is high, and ensure new procurement legislation is adhered to, including publishing contract management evidence and KPI's.
6. Develop and embed commercial approaches to service and programme delivery including leading effective and collaborative commissioning and procurement of services, innovative, alternative delivery models, development of business cases and the identification of new income streams

7. Strategic lead to develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
8. Strategic lead to formulate annual operational plans and budgets for the function/team so that there are clear priorities and appropriate resources are allocated to their achievement.
9. Oversee multiple projects that run concurrently, ensuring relevant oversight / communication with senior council officers and members, embedding strong governance and managing stakeholders
10. To ensure that services which deliver income streams to the Council deliver to budget and develop and maintain service and income improvement plans, including maximising all revenue and capital grant opportunities
11. Take ownership for all Environment Operations targets set out in the Climate Strategy to deliver the Council's approach to biodiversity and the reduction of carbon emissions.
12. Strategic lead for the Environmental Operations. Ensuring all teams are responsive to customer requirements, accessible to all areas of the community, and provide value for money. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
13. Strategic lead for the development of effective evidence-based, innovative and deliverable services policies and strategies, which champion good practice. Ensure they are supported by effective delivery plans and can be adequately resourced.
14. To remain up to date with emerging and changing legislation, innovations, and best practise principles, with continuous horizon scanning to ensure that the service strategies are fit for purpose and future proof.
15. Work in a collaborative way with Corporate Directors, Service Directors, Trades Unions and other senior managers across the council and work as part of the departmental Senior Leadership Team to contribute to departmental priorities and initiatives.
16. Be responsible for the growth of any and all commercial opportunities to increase income.
17. Strategic lead for the delivery of the Council's Digital Strategy, ensuring that corporate systems and processes support the digital agenda for Members, employees, customers, and other stakeholders and remove the requirement for paper based systems, embedding analytical and data driven decisions within all strategic planning.
18. Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan, contributing to all MTFE planning through knowledge and understanding of future financial impacts.
19. Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision, ensuring that volunteering opportunities are maximised effectively and in a way that compliments services and prioritises business needs

20. To develop strong partnership working with both internal and external partners such as WLWA, Natural England, Keep Britain tidy, DEFRA and others
21. Lead, coach and manage the Senior Management Team and oversee the services financial performance, commercial development and operational delivery to drive down costs, increase productivity and win new business.
22. Analyse challenges and problems, providing innovative and pragmatic solutions to ensure the development and growth of the service.
23. Engage, inspire and motivate all staff to deliver challenging and customer-focused goals and targets, through modelling Harrow's values and by encouraging and recognising individual and team contributions.
24. Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
25. Ensure compliance with your responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
26. To ensure compliance with the council's information security policies.
27. The right level of knowledge, experience, and competency is maintained within the team, with continuous professional development, succession planning, and business continuity to ensure compliance with all environmental and statutory functions.
28. To represent the council as and when required at conferences, webinars, and other public speaking opportunities to share best practise and to engage with peers promoting continuous improvement and best practise.
29. To engage effectively with the councils risk management procedures, ensuring that risk is considered in all decision making, but without being risk adverse, and escalating to senior officers where appropriate
30. To deputise for the Director of Environment as and when required
31. The postholder is required to perform on-call functions on behalf of the council as required
32. The duties listed are not exhaustive and may vary, however the duties will be in line with the grade.

Selection Criteria		
Qualifications, Knowledge and Experience, Skills and Behaviours		
Role requirements	Essential	Desirable
Experience of working in an environment that is customer focused with high demands on daily services.	✓	

Have a clear understanding and knowledge of the Environmental Protection Act 1990 as well as any other relevant legislation, policies and practices.	✓	
A strong and demonstrable understanding of financial management processes and impact with the ability to productively establish commercial opportunities	✓	
Comprehensive understanding of performance and quality management processes	✓	
An understanding of equality issues and commitment to the aims and objectives of the Council's Equal Opportunities Policy and impact	✓	
- Duplicate	✓	
Working knowledge of relevant approved codes of practice, and best practice in staff management and their impact on staff and members of the public.	✓	
Understanding of change management processes and the ways that staff need to be supported to achieve their maximum potential.	✓	
An understanding of equality issues and commitment to the aims and objectives of the Council's Equal Opportunities Policy and impact	✓	
Knowledge of successful techniques with high analytical skills for problem solving and resolving conflicts between competing priorities.	✓	
Strong interpersonal skills, with ability to build effective working relationships with a wide range of staff, managers, Members trade unions and external partners	✓	
Able to demonstrate a high standard of written and verbal communication skills, including report writing and presentation skills.	✓	
Experience of working in a political environment and communicating effectively with elected Members	✓	
Able to communicate complex issues coherently and persuasively with a wide audience including Members, staff, residents, strategic partners.	✓	
Experience of establishing effective performance improvement measures and implementing continuous improvement methodologies.	✓	
Experience of providing and developing services in partnership with other organisations.	✓	
Experience of managing services in a highly unionised environment.	✓	
Experience of formulating and managing substantial budgets in a challenging financial environment.	✓	
Demonstrable experience of establishing effective performance measures and a performance culture that has achieved corporate development and service objectives in a comparable organisation.	✓	

Other Requirements

Must have a clear understanding of the diverse nature of Harrow's communities and the implications for Environmental Services and the impact on Harrow residents and service users.

Able to work flexibly in response to the service needs of a 24/7 Local Authority business, including weekends, evenings and Bank Holidays, and to participate in Duty Standby Rotas as required.

The job involves travel for business purposes: Yes/No.

Management Competencies *These competencies are relevant to all roles with responsibility for managing staff.*

- Resident Focus
- Works in partnership
- Political understanding
- Managing Performance and Delivering Results
- Communicating with Impact
- Financial Grip and Business Focus
- Data-Driven Decision Making
- Nurturing Talent and Building Careers
- Corporate Awareness