

Role Profile

Part A - Grade & Structure Information

Job Family Code	14BF	Role Title	Head of Operations
Grade	PS14	Reports to (role title)	Head of Twelve15
		Directorate/School	Finance
JE Band	735-879	Service/Department	Twelve15
		Date Role Profile was created	Aug-21

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>As part of the Twelve15 Leadership team, this role will make a leading and significant contribution to the success of Twelve15. Operating with a high degree of professional independence and autonomy, the role will perform a mix of operational and strategic project-related work (the mix will vary according to business need).</p> <p>This role will have specific responsibility for the entirety of the Operational Delivery function which includes:</p> <ol style="list-style-type: none"> 1. Being responsible for ensuring all activities within the Operational Delivery adhere to Twelve15 minimum standards of operation, food safety & H&S legislation, SCC employment policies, GDPR/Safeguarding legislation 2. Leading the development and improvement of processes and systems to support effective and efficient product & service delivery 3. Driving a culture where delivering exceptional customer service is the norm through embedding the Twelve15 people strategy to include: the development of talent & skill from existing and new team members, use of resources in an agile and flexible way to meet business need and adopting a one team approach to service delivery 4. Monitoring performance in all areas of responsibility & providing regular reports to Twelve15 Leadership Team & other stakeholders. 5. Identifying best practice within the market sector, benchmarking service delivery against competitors to identify opportunities for improvements and efficiencies and applying changes when appropriate <p>The role will provide proactive and professional leadership, continuously seeking to improve performance by strengthening skills and competence and fostering a strong culture of standards and accountability enabling the Twelve15 team to responsibly deliver a first-class customer experience.</p>
Work Context	<p>Twelve15 is a trading department of Surrey County Council, delivering traded services in education and other settings. For over 70 years Twelve15 have been providing healthy, nutritious, and well-balanced meals to pupils, students & adults as well as offering a specialist service maintaining gym, sports and design technology equipment. The services Twelve15 provide are a key contributor to the learning outcomes of children and young people. By providing access to great tasting food, created to inspire informed food choices and access to physical exercise in gyms & sports facilities that lead to healthy bodies and minds that are eager to learn.</p> <p>Twelve15's commitment resonates through its passionate and creative team who place the customer front and centre of the services they deliver, to ensure exceptional service on every occasion. As a high performing team of professionals, a culture of collaboration and strong partnership is promoted with clients and stakeholders to optimise income generation and continuous service development to assure Twelve15's ongoing position within the market sector.</p> <p>Twelve15 has over 250 catering clients and over 400 maintenance clients.</p>
Line management responsibility if applicable	<p>Formal line management responsibility for a group of professional staff (grades up to PS10), coaching and mentoring to support development of team members and tackling under-performance.</p> <p>Oversee and support the supervision by staff at PS10 of staff up to PS9. Undertaking regular performance conversations with staff and ensure that these are taking place for staff at lower grades.</p> <p>Provides day-to-day direction to line managed staff based on the strategic direction set by the Head of Twelve15.</p> <p>Provide professional guidance (but not line management) to business support commercial staff in Directorates.</p>
Budget responsibility if applicable	<p>Contribution to help support and deliver Twelve15's income target of up to E21m.</p>
Representative Accountabilities Typical accountabilities in roles at this level in this job family	<p>Develop, co-ordinate and support service planning for the service or functional area to ensure the delivery of high quality, value for money and consistent services in line with agreed service standards and statutory requirements.</p> <p>Develop, and recommend policy and practice improvement in the relevant service/functional area, working collaboratively across the area and consulting with key stakeholders, to ensure effective implementation that supports continuous improvement.</p> <p>Provide professional leadership to the team/s and/or colleagues, strengthening skills and competence and fostering a strong culture of standards, performance and accountability to deliver public value and efficiency.</p> <p>As a lead expert in a specialised field provide timely, accurate and customer focused advice and guidance to managers to support good practice and compliance with statutory requirements.</p> <p>Maintain effective budgetary control, while ensuring legal, regulatory and policy compliance within area of responsibility are effectively managed, and that effective systems operate to manage performance and risk.</p> <p>Lead major programmes and reviews and represent the business area in internal and/or external initiatives to enhance reputation and service delivery.</p> <p>Champion and manage transformational change and embed new ways of working to ensure high quality service delivery and value for money.</p> <p>Work collaboratively internally and externally to ensure that issues are effectively managed and foster partnership working to promote sustainable service improvements and generate efficiencies.</p> <p>On call - be available if required to maintain key service delivery and in the event of a serious incident.</p> <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation(s).</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & Welfare: Responsible for ensuring health and safety policies, procedures and legislation are implemented, communicated and managed including making sure that health and safety policies are fully understood and carried out by employees within their service area.</p> <p>To have regard to and comply with safeguarding policy and procedure as appropriate.</p>
Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none"> • Degree or equivalent level professional qualification plus experience at management level in a specialist area in a complex business environment. • Extensive knowledge of the principles of change management, project management and continuous improvement, and their practical application. • Authoritative knowledge of the work practices, processes and procedures relevant to the role, together with broader sector/commercial awareness. • Ability to balance policy development with effective operational management. • Ability to deploy advanced skills to inspire, motivate, coach and develop team members to high levels of performance. • Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to work collaboratively with internal and external partners/professionals. • Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility. • High level analytical skills and able to apply evaluative judgement and provide practical and creative solutions. • Proven ability to assess risks and benefits in a complex environment and respond appropriately.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<ul style="list-style-type: none"> • Proven track record in Service Delivery Management and leading continuous improvement in a food business environment with the ability to demonstrate customer service excellence. • Extensive knowledge of business development in the food service industry. • Ability to analyse and interpret complex data to inform operational strategies. • Ability to use a wide range of financial and nonfinancial information in formulating decision making. • Knowledge of and proficiency in use of IT within a food service operational environment. • Knowledge and understanding of best practice in food service industry & statutory regulations and guidance. • Proven track record in the leadership & development of available & new resources to meet current and future, customer service need. • Knowledge of, and proficiency in modelling techniques, identifying and implementing change programmes to enhance the customer experience. • Extensive knowledge of supplier contract management & constant monitoring progress, quality and costs of product offering. • Reporting regularly to executives about operational performance against budget. • Strong communication, persuasion and customer presentation skills. • Able to demonstrate a high level of awareness of business changes taking place that could impact customer & product service along with an ongoing awareness of key industry changes. • Has a proactive approach for identifying problems, initiating preventative or mitigating action, whilst identifying critical programme dependencies/interdependencies and aligning these with operational need. • Persistence and determination with a customer service mindset. • Multitasking and the ability to prioritise projects.
Role Summary	<p>Roles at this level are senior managers leading the provision of a multi functional support service within one of the organisation's service areas, or coordinating a specific business development or advisory area. Role holders are often members of the departmental or service management team and will help to develop the service's strategic aims and objectives. They require expertise in a specialised field or a broad understanding of relationships between different fields, and advise managers and colleagues on good practice and compliance with statutory requirements.</p> <p>This level requires the ability to select, develop and assess the suitability of ways of working, together with highly developed skills in persuading, influencing, developing and motivating people and partnerships to achieve service objectives. Role holders exercise flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.</p>
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