

**LONDON BOROUGH OF MERTON**  
**ENVIRONMENT AND REGENERATION DIRECTORATE**  
**JOB DESCRIPTION**

**POST TITLE :** Head of the Regulatory Services Partnership (RSP)

**GRADE:** MG3

**DEPARTMENT:** Environment & Regeneration (Public Protection)

**LOCATION:** Various offices according to needs of service.

**REPORTING TO:** Assistant Director Public Protection

**POST NO:** TBC

**PURPOSE**

- To provide strategic leadership for all aspects of the Regulatory Services Partnership (currently including Merton, Richmond and Wandsworth councils).
- To lead and manage the functions of the shared regulatory service in accordance with departmental key performance indicators, service plans and the target operating model.
- To contribute to policy formulation at a strategic level and provide advice and guidance to the Assistant Director of Public Protection (Merton) and the Director of Public Health (Wandsworth & Richmond).
- To demonstrate commitment to the vision, key objectives and values of the partner councils through contribution as a member of the RSP Management Board, the Public Protection (Merton) and Public Health (Wandsworth/Richmond) Senior Management Teams.
- To lead the shared regulatory service in the delivery of best practice and value for money through the establishment of effective systems, targets and performance management that secures high standards of service delivery and secures positive outcomes.
- To ensure an effective level of integrated service delivery and strong partnership/cooperation across the shared service and with key partner agencies like the Police, Home Office, HMRC, FSA, HSE, PHE, DEFRA.
- To be responsible for a service budget of circa £6.6m.

## **MAIN DUTIES AND RESPONSIBILITIES**

- 1 Direct and ensure the effective management of the Regulatory Services Partnership (Merton, Richmond & Wandsworth councils)
- 2 To lead and direct the development and implementation of policies, plans and budgets to deliver effective and efficient regulatory services across the partnership within legislative requirements and in compliance with the Council's policies, financial regulations and standing orders.
- 3 To lead on the development of the strategic policy of the shared regulatory service and be responsible for reviewing procedures, developing new approaches to existing services, interpreting legislation and creating new policies for the entire shared service and for proactively identifying change issues, making recommendations for changes and managing the implementation of the change.
- 3 Exercise strategic leadership in respect of key services within the scope of regulatory services including:
  - Licensing
  - Food Safety
  - Health and Safety
  - Trading Standards
  - Public Health Nuisance
  - Noise Control
  - Scientific Services
  - Private Sector Housing Enforcement
  - Private Sector Housing Improvement
  - Emergency Planning
- 4 To ensure that appropriate mechanisms are in place for the delivery of partnership services, to ensure effective liaison and discharge of statutory responsibilities.
- 5 To develop and promote flexible, integrated cross-council working and an outward focus that improves service delivery, jointly tackles local problems.

## **OPERATIONAL RESPONSIBILITIES**

- 6 To lead and develop a detailed business plan for the shared service which recognises the legislative drivers and opportunities to develop the service within on-going resource constraints.

- 7 To contribute to corporate programme boards which develop strategy and policy, implement programmes and projects and monitor performance
- 8 To use creativity and innovation to build upon and improve existing systems to ensure that customer interfaces are improved and opportunities realised through the adoption of new ways of working and new technology
- 9 To be the 'subject matter expert' on all regulatory services matters and provide advice and guidance on the same to senior managers and elected members in each of the participating councils;
- 10 To understand the priorities and demands of the whole service and take responsibility for planning and managing all resources to deliver an effective and efficient service;
- 11 To set clear targets for the managers and staff teams reporting and monitor performance in accordance with the Target Operating Model, Inter Authority Collaboration Agreement and individual service level agreements.
- 12 To develop and be responsible for delivering a clear workforce development strategy, identifying any development needs across the shared service;
- 13 To be responsible for and focussed on developing the Regulatory Services Partnership to ensure the continuous improvement, efficiency and highest standards of service delivery;
- 14 To ensure active cooperation with other sections or external partners involved in the production, implementation, management, development and review of the services' licensing and gambling policy statements, statutory service delivery plans, food service plan, air quality action plans and contaminated land strategy across the three boroughs, within the guidelines established by the Joint Regulatory Services Committee and the inter authority Collaboration Agreement.
- 15 To lead the service in a dynamic and inspirational manner, ensuring the motivation and maintenance of high technical and professional standards of all officers;
- 16 To represent the Assistant Director, Director or Council as appropriate at external meetings on behalf of all participating Councils.

## **MANAGING FINANCE AND RESOURCES**

- 6 To contribute to the annual review and alignment of service policy and budget planning processes within the context of statutory and local service priorities and the wider council budget framework.
- 7 As a budget manager prepare, monitor and manage the capital and revenue budgets of the shared service (**approximately £6.6m**), taking into account statutory and local service priorities, grant allocations and wider council budget frameworks.
- 8 To explore, initiate and develop new business opportunities for regulatory services which generate income and reduce financial pressures on the service.
- 9 To anticipate future demands on the service and develop plans within the context of the organisation's corporate performance management frameworks that optimise the use of resources (including staffing, finance, accommodation and equipment), provide advice on the setting of relevant fee charges, identifying and exploring any potential for efficiency improvements.
- 10 To forecast, monitor and review the use of resources across the financial year to ensure that they are used appropriately to achieve the aims of the Regulatory Services Partnership.
- 11 To ensure that the use of information technology is kept under active review to maximise its effectiveness and to identify opportunities for enabling new and improved ways of working including :.
  - Experience of commissioning services and client management of contracts
  - Experience of utilising technology in driving efficiencies and service improvement including improving the customer experience

## **STAFF**

- 11 Build, develop and motivate high-performing teams.
- 12 Monitor the work performance of the managers who work directly to you and their service teams and set clear targets within the context of the Council's appraisal scheme.
- 13 Identify the development needs of the managers who report to you and their teams within the context of the Council's training and development framework.

- 14 Tackle poor performance positively and effectively.
- 15 To lead on change management and business transformation through the active display of delivering an effective and efficient joint Regulatory Services Partnership;
- 16 To exercise delegated authority agreed by the participating authorities under authorised delegated powers including criminal and/or civil legal proceedings on behalf of the Council regarding service related legislation;
- 17 To build a working stakeholder grouping which creates opportunities for growth and enhanced performance.

### **CORPORATE SUPPORT**

- 18 To establish constructive working relationships with elected members in the participating councils and provide briefings and reports as appropriate;
- 19 To promote and communicate the vision, values, objectives and priorities of the Regulatory Services Partnership;
- 20 To carry out any other duties appropriate to the grading of this post as required by senior management;
- 21 To initiate and develop an effective communications plan, illuminating the work of regulatory services and its contribution to the health and wellbeing of residents and businesses;
- 22 To carry out all duties and responsibilities in accordance with the councils' equal opportunities and customer care practices and to take a proactive role in their development and implementation.

### **CONTACTS AND RELATIONSHIPS**

- 23 Senior officers, colleagues from all departments within the three councils, executive councillors, chairmen and members of council committees, ward councillors, external partners, other local authority officers and representatives from the voluntary and community sector

### **MANAGEMENT AND LEADERSHIP**

- 24 The post holder will have direct management responsibility for three Assistant Heads of Service and approximately 100 staff.
- 25 Membership of the Senior Management Teams in Merton and Wandsworth/Richmond councils.

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**PERSON SPECIFICATION**

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**EXPERIENCE**

- Senior management experience of shared regulatory services including the associated experience of developing business plans which capture the service's objectives, policies and strategies.
- A track record of developing, implementing and delivering continuous improvement and improved outcomes in service delivery.
- Experience of leading and delivering transformational change and business improvement initiatives. With strong team management skills working with staff, partners and key stakeholders across different organisational cultures
- Evidence of success in exploiting new opportunities, determining and evaluating service quality and achieving value for money;
- Evidence of successful resource ,financial and performance management, formulating budgets , applying rigorous monitoring and control procedures, and supporting quality management
- Proven ability to enhance productivity and effectiveness across a range of professional and technical service areas, including the ability to motivate and empower staff.
- Able to demonstrate a track record of effective communication including the ability to listen and question effectively and comprehend and assimilate detailed information;

## **SKILLS AND KNOWLEDGE**

- A strong and effective leader who is an architect of change responding positively to environmental trends and has an empowering and interactive approach in doing things differently
- Proven ability to manage high performance through people
- An effective communicator who has the ability to listen and question effectively read with comprehension and write persuasively and is positive and determined to succeed
- Willingness to act corporately and collaboratively, self-motivated, committed, enthusiastic who is not easily discouraged and can identify and overcome barriers to success.
- Ability to work in partnership and across organisational boundaries with highly developed relation management skills;
- Extensive knowledge, experience and a clear understanding of the major issues, priorities and demands facing regulatory services;
- Knowledge of the 3 councils relevant visions, priorities and strategies;
- Ability to successfully lead manage and deliver change, in particular merging separate teams to create a unified single entity;
- Evidence of continuous professional development
- Ability to assess risk and to take appropriate risk mitigation measures.

## **QUALIFICATIONS**

- Degree and or equivalent
- Professional accreditation related to one or more regulatory services in scope
- Commitment to Continued Professional Development