

## Job Description

### Director of Business Operations

Reference: ST097

Date: November 2025

**Job Family:** Strategy and Transformation:  
Executive Leadership Strategy and Performance

**Level:** 5

**Band:** 16

**Career Track:** Executive

#### Job Purpose

To define, articulate, and lead the long-term strategic vision and comprehensive roadmap for the entire Business Operations Centre (BOC) at Northumberland County Council. This leadership role is responsible for driving enterprise-wide efficiency, scalability, and an exceptional employee experience across all enabling functions. The Director will champion digital transformation, optimise service delivery models, and foster a culture of continuous improvement, ensuring the BOC strategic objectives are fully aligned with the council's overarching business strategy.

#### Service Purpose

The Business Operations Centre provides integrated, high-volume transactional services across People & Culture, Finance, Data, Digital & IT, and Central Administrative functions. Its purpose is to deliver consistent, efficient, and compliant processes that underpin the Council's operations, enabling directorates to focus on strategic priorities and frontline services. The Business Operations Centre aims to:

- Standardise and optimise transactional processes to achieve cost-effectiveness and scalability.
- Enhance service quality and user experience through automation and digital innovation.
- Ensure robust governance, compliance, and risk management across all transactional activities.
- Support the Council's strategic objectives by providing accurate, timely, and reliable data and services.
- Foster collaboration across enabling functions and directorates to deliver integrated solutions.

#### Duties and Responsibilities

##### Strategic Leadership and Vision

- Define and articulate the long-term strategic vision, comprehensive roadmap, and objectives

for the BOC, ensuring alignment with the Council's overarching business strategy.

- Shape the organisational design of the BOC to meet evolving organisational needs and ensure effective delivery of transactional services.
- Provide strategic leadership and direction to BOC Leads (People & Culture, Finance, Data, Digital & IT and Central Administration), fostering a high-performance culture and developing future leaders.

### **Process Optimisation and Service Delivery**

- Lead the strategic design, standardisation, and continuous optimisation of all transactional processes across integrated BOC functions to drive enterprise-wide efficiency and accuracy.
- Govern the overarching service delivery model for the BOC, ensuring optimal resource allocation, clear SLAs, and a consistent, high-quality user experience.
- Drive a culture of continuous improvement and innovation within the BOC, encouraging proactive problem-solving and adoption of best practices.

### **Digital Transformation and Technology**

- Champion and direct the strategic adoption of advanced technologies, automation, and Artificial Intelligence (AI) within the BOC to transform service delivery, enhance data integrity, and improve cost-effectiveness.
- Support the development and implementation of digital tools and analytics to improve operational performance and decision-making.

### **Performance Management and Governance**

- Define and monitor strategic KPIs and metrics for the entire BOC, leveraging advanced analytics to identify systemic trends, predict issues, and drive data-backed decisions.
- Establish robust governance frameworks, policies, and controls to ensure compliance, data security, and risk management across all transactional activities.
- Anticipate regulatory changes and proactively adapt BOC strategies to mitigate potential risks and ensure ongoing compliance.

### **Financial and Resource Management**

- Contribute to the development and management of the overall BOC budget, ensuring resources are allocated effectively and efficiently.
- Ensure compliance with all relevant legislation and regulations while delivering cost-effective solutions.

### **Stakeholder Engagement and Representation**

- Strategically collaborate and engage with colleagues across enabling functions to ensure integrated and optimal support to directorates.
- Build and maintain strong relationships with key internal and external stakeholders, effectively communicating strategic direction.
- Attend and contribute to relevant committees, meetings, and seminars, and represent the Council in external forums as required.

## Person Specification

### Professional and Technical Requirements

#### Qualifications

- Level 6 qualification or above in business administration or equivalent senior professional experience. within a large organisation, ideally local government.

#### Knowledge, Experience and Skill:

- Extensive senior leadership experience in managing large-scale transactional processing operations, shared services, or business process outsourcing, preferably within a complex public sector or large corporate environment.
- Proven track record of defining and executing strategic visions and roadmaps for significant operational functions.
- Deep expertise in enterprise-wide process harmonisation, standardisation, and continuous optimisation, with demonstrable results in efficiency and accuracy improvements.
- Significant experience in leading digital transformation initiatives, including the strategic adoption of automation, AI, and advanced technologies within transactional environments.
- Demonstrable experience in designing, implementing, and governing complex service delivery models, including the establishment of SLAs and user-centric service design.
- Expertise in performance management, advanced analytics, and the use of data to drive strategic decision-making and continuous improvement.
- Comprehensive understanding of risk management, compliance, and governance frameworks relevant to transactional processing (e.g., financial regulations, data protection, HR compliance).
- A thorough understanding of the wider services delivered by the Council and the complex context within which they operate.
- Superior analytical and problem-solving skills, capable of interpreting complex data, identifying systemic issues, and developing innovative solutions.
- Strong financial acumen and budget management skills, with the ability to ensure cost-effectiveness and demonstrate ROI for strategic initiatives.
- Proficiency in leveraging technology and digital tools to enhance operational efficiency and service delivery.
- Ability to establish and maintain robust governance structures and ensure adherence to regulatory and compliance requirements.

### Core Competency Requirements

- **Working with Partners:** Work collaboratively across services and departments to deliver corporate excellence and with external partners to deliver excellent service. Seek opportunities for partnership working at a local, regional, national and European level and contribute effectively to multi-partner projects
- **Serving Our Communities:** Promote the community plan and seek and act on feedback from the community. Influence service and corporate plans to reflect community needs, and develop, deliver and improve access to services based on an awareness and understanding of the diverse community. Promote equality of opportunity in service delivery
- **Working within the Political Arena:** Understand and actively support the role of councillors and actively support the democratic process within Northumberland County Council.

Recognise the impact of government and legislation on council strategy and services, and consult, support and keep councillors informed

- **Delivering Excellence:** Understand how corporate performance is measured and monitor and evaluate services in relation to objectives and performance indicators. Establish a culture that embraces the agreed vision and values and be a positive ambassador for the organisation. Contribute to strengthening corporate leadership capacity, whilst identifying opportunities where organisational performance could be improved
- **Focusing on the Future:** Scan the external environment, look ahead, assess strategic options and develop the Council in the medium and long term and challenge what we do and how we do it. Influence relevant national and regional organisations and partners and connect plans, policies, strategies and services to provide consistent service delivery. Consider the implications of decisions across the council and act in the overall interests of Council performance
- **Building Shared Visions and Values:** Scan the internal environment and engage with employees in compelling visions of the future to create an environment in which a culture embracing our Vision and Values can thrive. Have a clear picture the direction of the organisation is taking and communicate it with insight, energy and vision and translate the Council vision into practical and achievable plans
- **Strengthening Corporate Leadership Capacity:** Continuously develop the political leadership and managerial interface and operate with others as a cohesive managerial team. Create time with staff and other managers for discussion about their development rather than fire-fighting and coach and mentor staff and other managers. Lead, delegate and empower others at a strategic level to identify and develop potential senior managerial successors
- **Promoting and Facilitating Change:** Critically evaluate the reasons that prompt change and take appropriate action to proactively steer internal change. Proactively manage the exchange of information between the public and the organisation and consider the resource implications of change. Anticipate and respond to emotional and morale issues brought about by change and monitor and evaluate the change process to ensure aims are met

## Strengths

**Strategic:** You look at the big picture. You consider the wider factors and long-term implications of decisions.

**Visionary:** You create and share a clear vision of the future.

**Influencer:** You influence others, you articulate the rationale to gain their agreement.

**Analytical:** You seek and analyse information to inform your decisions, based on the best available evidence

**Improver:** You look for better ways of doing things and enjoy coming up with new and original ideas.

**Change Agent:** You are positive and inspirational in leading and supporting others through change