Job Description

This job description has been designed to indicate the general nature and level of work required of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list, and the line manager may vary duties from time to time which do not change the general character of the job, or the level of responsibility entailed.

Post Details	
Job Title	Head of Regulatory Services
Service	Place and Growth
Team	Regulatory Services
Location	Shute End / Hybrid Working, or as required
Reports to	Service Director, Environment
Worker Style	Hybrid – Remote working with attendance at Council offices, partner locations and sites across the borough as required.
Responsible for	Service managers leading Licensing, Environmental Enforcement, Commercial Services – Food and Workplace Safety, and Housing & Environmental Protection teams; approximately 30 FTE across the service and management of the inter-authority agreement for Trading Standards services delivered by the Public Protection Partnership.
Grade	SM2
Contract Type	Permanent, Full Time

Main Accountabilities	
1.	Provide strategic and operational leadership across Regulatory Services (Licensing, Environmental Enforcement, Commercial Services – Food and Workplace Safety, and Housing & Environmental Protection) setting a clear direction aligned with the Council's priorities and ensuring that professional and operational considerations are translated into strategic priorities and high-quality, resident-focused outcomes.
2.	Shape and deliver strategies, policies, operating models and service plans, ensuring specialist regulatory advice informs wider corporate and partnership priorities. Anticipate and respond strategically to changes in legislation, regulation, policy and demand, advising elected Members and senior leaders on their implications.
3.	Hold professional and strategic accountability for the Council's regulatory and enforcement functions within the service, ensuring compliance with legislation, statutory duties, approved policies and procedures, best practice and professional standards, and the consistent, proportionate and evidence-led exercise of regulatory powers in line with the Regulators' Code and the Council's Enforcement Policy, which the postholder will keep under review.
4.	Act as the Council's senior professional lead for Regulatory Services, maintaining a strong and current understanding of the regulatory functions within the portfolio and providing authoritative professional advice to elected Members, senior leaders and managers, including on complex, sensitive and high-risk matters. Provide concise professional advice and briefings through appropriate constitutional and management arrangements. Exercise delegated authority, including authorising prosecutions, formal cautions, closures and prohibitions, and provide oversight and challenge on the most complex, sensitive, contentious or high-risk

	regulatory cases, investigations, reviews, hearings and legal proceedings. Day-to-day casework is led by service managers.
5.	Build and lead effective relationships across the Council and with residents, businesses, statutory bodies, government departments, other local authorities and regional and national networks, securing coordinated responses to high-profile or reputationally significant environmental, public health, housing, licensing and enforcement issues.
6.	Lead, develop and support multidisciplinary managers and professional specialists, building a resilient, accountable and inclusive service. Set clear objectives and expectations, maintain professional standards and manage performance and capability, and lead organisational change, service improvement and workforce development to meet current and future service requirements.
7.	Provide strategic oversight of budgets, income, contracts, grants and resources, ensuring robust financial controls, value for money, effective income recovery and delivery of agreed savings. Ensure licence and service fees are set lawfully and reviewed regularly. Manage and oversee the Council's contribution to the Public Protection Partnership.
8.	Establish and maintain effective governance, risk, performance and quality assurance frameworks, using management information to monitor delivery, identify regulatory and enforcement trends, manage risk, deliver agreed targets and outcomes, and drive continuous improvement. Ensure complaints, including Ombudsman findings, are resolved and used to improve services, and that services are delivered fairly.
9.	Lead and commission major corporate and partnership projects relevant to the service portfolio. Oversee the development and maintenance of partnership protocols, service level agreements, operating procedures, information-sharing arrangements and systems, and set clear rules, thresholds and customer pathways for case management, customer services and self-service.
10.	Lead service transformation and demand management across the portfolio, using intelligence, customer insight, digital solutions, early intervention, community involvement and process redesign to reduce avoidable demand, improve accessibility and target resources according to risk and need.
11.	Ensure effective business continuity, emergency preparedness and out-of-hours arrangements across the service, with clear escalation routes and appropriately briefed teams, and provide senior leadership during significant incidents affecting public health, environmental quality or regulatory service delivery.
12.	Represent the Council and relevant partnerships at strategic local, regional and national meetings, public inquiries, hearings and court proceedings. Contribute to corporate leadership, lead or sponsor cross-council programmes relevant to the portfolio, and deputise for the Service Director and other senior leaders as required.
13.	Ensure the Council meets its statutory functions within the service, including: appointing suitably qualified and competent officers to statutory and lead roles, such as the Lead Food Officer; maintaining the scheme of officer authorisations and delegations; ensuring lawful and proportionate use of investigatory powers under the Regulation of Investigatory Powers Act 2000; overseeing Primary Authority partnerships; and preparing, securing approval of and reporting on statutory plans, policies and returns, including relevant Council policies, the Statement of Licensing Policy, the Gambling Statement of Principles, the Air Quality Annual Status Reports and returns to the Food Standards Agency and other government bodies.
14.	Act as the Council's lead officer for the Public Protection Partnership (PPP), through which Trading Standards services are delivered under an inter-authority agreement. Manage the agreement and the Council's associated budget, including annual service planning, agreement of priorities and service levels, and the Council's financial contribution. Monitor and challenge PPP performance against agreed outcomes, and report on performance to Members and senior leaders. Advise and support the Council's Members on the Joint Public Protection Committee and represent the Council at partnership officer meetings. Ensure that the Council's Trading Standards duties continue to be met, and that the arrangement provides value for money and reflects the Council's priorities.
15.	Lead the Council's regulation of private sector housing, including housing standards, houses in multiple occupation (HMO) licensing and enforcement, and the implementation of the Renters' Rights Act 2025, ensuring the policies, resources and systems are in place to deliver new duties and powers.

16.	Corporate Responsibilities: Supporting the creation, maintenance, testing and implementation of the service's business continuity plans. In the event of a significant or major incident, contributing to the operational and tactical coordination of the emergency response.
17.	Take reasonable care for the health and safety of yourself and of other persons who may be affected by your acts or omissions at work; co-operate with the Council to enable the Council to perform or comply with its duties under statutory health and safety provisions.

Person Specification	Essential	Desirable
Education/Qualifications	Degree-level qualification, relevant professional qualification, or equivalent senior-level expertise.	Leadership or management qualification.
	Evidence of continuing professional development.	Membership of a relevant regulatory or environmental health professional body.
Experience	Leading multidisciplinary regulatory or enforcement services and delivering statutory functions. Significant senior management experience of providing strategic leadership and leading organisational and service change, including service redesign, workforce change, recruitment and the development of effective and resilient teams. Overseeing complex, high-risk or contentious cases, including formal enforcement action and legal proceedings. Effective partnership working with statutory agencies and other partners. Managing budgets, income, contracts and performance.	Experience across more than one of environmental health, licensing, environmental crime, private sector housing or related regulatory disciplines; experience of digital service design and income generation. Experience of managing shared service or inter-authority arrangements for regulatory services, including working with joint committees. Experience of supporting quasi-judicial decision-making, such as Licensing Committee hearings.
Skills/Knowledge	Substantial knowledge and understanding of regulatory services, with sufficient professional breadth and credibility to provide authoritative advice across a diverse regulatory portfolio, supported by comprehensive knowledge of the relevant legislative, regulatory and policy framework. Strong political awareness; strategic planning, analytical and decision-making skills. Excellent written and verbal communication; ability to interpret management information, manage risk and provide clear and concise professional advice. Confident use of digital and Microsoft Office tools.	Knowledge of local and regional regulatory partnerships, shared-service arrangements and relevant professional networks.

Heads of Service Shared Responsibilities	
As a Head of Service at Wokingham Borough Council, it is expected that you will A.C.T. on our core values of Ambitious, Care, Together. Our organisational Values are our cultural cornerstones that form the bedrock of our operational ethos. A Leader of people, you will lead your team through our People Strategy to deliver on our core purpose for our communities. Our Heads of Service are expected to deliver on several Shared Responsibilities as leaders of our organisation, ensuring that we demonstrate the behaviours and competencies required at a consistent level to lead our strategic priorities. The Shared Responsibilities will be monitored throughout the year with your line manager, and an annual assessment will be undertaken, alongside your annual performance appraisal. A full definition can be found in the Heads of Service Toolkit.	
People Leader	Leading, motivating and inspiring teams to deliver our corporate priorities in a collaborative culture. **Essential Skills:** interpersonal skills and communication, coaching, listening, collaboration, resource planning, resilience, time management, delegation.
Systems Leader	Working with partners and across organisational boundaries to influence and empower. **Essential Skills**: relationship management, negotiating, influencing, inclusive communication skills, stakeholder management, emotional intelligence, networking.
Political Acumen	Understanding the political environment of the local authority with impartiality and building working relationships with political members. **Essential Skills:** Judgment, Consistency, Reframing, Relationship management, Managing expectations, Foresight and implications.
Change Leader	Embracing continuous improvement and taking our teams on a journey of culture and behavioural changes. **Essential Skills**: partnership working, communicating a vision, listening, project management, time management, systems thinking.
Digital Acumen	Being equipped with the knowledge, skills and attitudes to support the digital journey of the organisation. **Essential Skills**: horizon scanning, communication, systems thinking.
Organisational Leader	Breaking out of silos to work strategically and collaboratively with each other across the organisation. **Essential Skills**: resilience, flexibility, analysis/judgement, communication, forward planning, selling a vision, partnership working, assertive/ constructive challenge.
Financial Acumen	Integrating commercialisation with public sector ethics to deliver the best outcomes for residents. **Essential Skills**: Communication, Resilience, Change Management, Risk Management, Budget Management.

Purpose Details	
Service Purpose	To protect and improve public health, safety, housing conditions, local amenity and environmental quality through effective regulation, licensing, compliance, prevention and proportionate enforcement. The service works with residents, businesses and partners to secure legal compliance, address environmental crime and nuisance, and deliver fair, accessible and responsive services.
Key Performance Outcomes	Statutory inspections and intervention programmes (including food, health and safety and housing) are delivered to plan. Licence applications are determined within statutory timescales.

	Reports of environmental crime are responded to and resolved within agreed standards. Housing standards and HMO licensing compliance continuously improve in the private rented sector. Income targets are achieved and service is delivered within budget. Complaints are resolved within corporate timescales and customer satisfaction continuously improves. Enforcement decisions are consistent with the Enforcement Policy, with successful outcomes in legal proceedings. The Public Protection Partnership delivers the agreed Trading Standards outcomes and service levels for Wokingham within the agreed contribution.
Role Purpose	To provide strategic leadership and professional oversight of the Council's Regulatory Services, covering Food Safety, Private Sector Housing, Licensing & Environmental Protection. The role ensures statutory duties are discharged effectively, resources are targeted according to risk and need, and residents and businesses receive consistent, high-quality services.
Corporate Parenting	You will champion the principles of corporate parenting by embedding its ethos in all aspects of service delivery, ensuring decisions and actions consistently reflect the responsibility to act as a corporate parent to children in care and care leavers, and actively contribute to shaping and implementing the wider corporate parenting strategy. For this service, this includes considering the needs of care leavers when setting priorities for private rented housing standards and enforcement.

Supervision and Relationships	
Supervision Received	Accountable to the Service Director, Environment, with broad delegated authority to lead the service within the Council's governance, policy and budget framework. Work is reviewed through agreed strategic priorities, performance measures, risk reporting and regular management supervision.
Supervision Given	Directly manages the service managers responsible for Licensing, Environmental Enforcement, Commercial Services – Food and Workplace Safety, and Housing & Environmental Protection, and provides strategic leadership to the wider multidisciplinary service and contracted provision.
Contacts	Regular contact with elected Members, the Corporate Leadership Team, Directors, heads of service and operational managers; residents, businesses and community representatives; legal advisers and the courts; the police, fire and health services; other local authorities; government departments, statutory regulators, professional bodies, contractors and regional partnerships; and the Public Protection Partnership, its partner authorities (West Berkshire and Bracknell Forest Councils), and the Joint Public Protection Committee.

Resources/Budget Management
Budget: £2,000,000 Income budget (fees, licences and penalties): £450,000 Staff: approximately 30 FTE with 4 direct reports.

Special Requirements
The post is politically restricted. Regular travel across the borough and attendance at meetings, hearings, site visits and court may be required. The postholder must be willing to work occasional evenings and weekends and participate in out-of-hours or emergency arrangements where necessary. An enhanced DBS will be required.

Occupational Health Risk Assessment	Details
Skin/Respiratory Sensitisers	N
Working at Height	N
Exposure to Noise (>80-85dB)	N
Confined Spaces	N
Frequent Display Screen Equipment Use	Y
Driving for Work	Y
Hand Arm Vibration	N
Lone Working	Y
Healthcare/Social Contact with Patients	N
Blood Borne Viruses Exposure	N
Food Handling	N
Working with Animals	N
Specialised Medical Screening	N
Night Working	N
Safety Critical Work	N

Role Involvement	Details
Working with Children	N
Working with Vulnerable Adults	N
Both of the Above	N
Providing Care/Supervision for Children	N
Providing Care/Supervision for Vulnerable Adults	N
Both of the Above	N
None of the Above	Y

Nature of the Role	Details
Healthcare or Hospital Work	N
Working with Children (under 18)	N
Working with Elderly/Vulnerable Adults	N
Work Environment Details	Hybrid office and home working, with regular travel to operational sites, businesses, residential premises, meetings, hearings and court as required.

Disclosure and Barring Service (DBS)	Details
DBS Requirement	Enhanced DBS
Eligibility Tool	Find out which DBS check is right for your employee - GOV.UK (Find out which DBS check is right for your employee - GOV.UK)

Re-checks
Any DBS or other regulatory re-checks will be undertaken in accordance with Council policy and the requirements applicable to the post.

Evaluation Declaration	
Date of Evaluation:	<DD/MM/YYYY>
Evaluated by:	<Name, job title>