

LONDON BOROUGH OF REDBRIDGE

ROLE DESCRIPTION AND PERSON SPECIFICATION

Role Title:	Head of Change		
Directorate:	Strategy	Grade:	COC
Department:	Transformation	Hours/weeks:	36* hours/52.14 weeks
Function:	Executive	Post number:	TBC
Team:	N/A	Base/location:	Ilford, London
Reports to:	Corporate Director of Strategy		
Responsible for:	Tier 4 Managers		

Role and Context	
Overall Role Purpose:	<p>The Head of Change will lead on the development and delivery of a comprehensive internal and external transformation programme, including multiple service reconfigurations and lead on the delivery of major service re design programmes. The post will drive forward the strategic transformation of Council services, to ensure that outcomes support: improved customer access; better ways of working; and efficient deployment of resources, to enable all workers to fulfil their roles and responsibilities and work together to deliver fair, honest, and excellent services.</p> <p>To work with Members and senior managers, within the context of the Corporate Strategy to determine the organisations transformation priorities in the short to medium term, and ensure that project management resources are best directed to deliver these priorities.</p> <p>The post holder will work closely with departments to build functionality and capability within the organisation to enable transformation and changing expectations in order to ensure cultural change and innovation.</p> <p>To provide effective leadership to the relevant project leads.</p>

Key Accountabilities and Result Areas	
1. Corporate Strategic Leadership	<p>As a member of the Strategy Directorate Management Team, work with the Management Team and the Chief Executive to lead a high performance, efficient and outward facing culture across the whole organisation with an aspiration to position Redbridge as a leading Local Authority in London and the country.</p> <p>Deputise for the Corporate Director of Strategy as required.</p> <p>To support and advise elected Members in the development and delivery of all relevant policies and strategies within the transformation portfolio.</p> <p>Lead and support transformation and change programmes across the Council, always acting corporately to ensure that their impact is maximised, delivering both improvement and efficiency in a timely way.</p>
2. Strategic Management	<p>As a member of the Strategy Directorate Management Team, to be responsible and accountable for the provision of an annual service plan which successfully translates corporate and political priorities into a targeted work programme and objectives.</p> <p>To ensure that all Transformation projects, policies and resources clearly align with corporate and political priorities.</p> <p>Undertake business analysis ,information gathering and advise on business solutions to ensure continuous improvement in line with efficiency savings aligned with other corporate priorities'</p> <p>To be aware of emerging national and regional policy and key developments in how Local Government Services are delivered within other public sector organisations, and ensure that Redbridge is well positioned to respond to this.</p>
3. Operational Leadership	<p>To be responsible for implementing the Council's corporate performance framework within the Transformation division – including service planning, performance monitoring, budget management, performance appraisal, workforce planning and equalities regimes.</p> <p>To be operationally responsible and accountable for the efficient and effective delivery and performance of the services within the Transformation division.</p> <p>Oversee and monitor the effective development, management, implementation and delivery of programmes to reflect the requirements of service objectives, corporate strategy priorities and government initiatives, ensuring projects deliver to time and budget and deliver key performance standards.</p> <p>To develop a positive organisational culture and style in which the workforce is empowered and motivated to deliver high levels of performance and drive continuous improvement.</p> <p>To be accountable for compliance against all corporate requirements within the Transformation division, including (but not limited to) complaints, freedom of information requests, subject access requests, member enquiries and mandatory training.</p> <p>To be responsible for the planning, management and progression of business transformation activities in an efficient and effective manner with particular focus on identifying and securing efficiencies and improvements in services across the Council and meet the wider efficiency agenda.</p>
4. Communication Partnership working, & Representation	<p>To build strong partnerships across the public, private and voluntary sectors and to represent the Council corporately within such partnerships as appropriate.</p> <p>Take personal responsibility for facilitating public and community involvement in service development and delivery, to be visible to local residents, businesses and communities, actively listening to issues and concerns and taking responsibility for promoting fairness, equality and community cohesion.</p>

	Liaise with government, the Mayor of London, other local authorities and other national and regional partners to help shape and influence national and regional policy in the best long-term interests of the residents, businesses and communities of Redbridge.
5. Customer Service	To champion the very highest standards of customer service across the Council, ensuring prompt responses to enquiries from the public in line with the council's customer standards.
6. Resource Management	<p>To ensure sound budget management across the Transformation division, ensuring that budgets spend in line with profile, that there are no end of year overspends, that income generation is maximised in line with corporate priorities and that all risks are transparent and mitigated.</p> <p>To be accountable for all commercial and contractual relationships within the transformation division, ensuring these perform to their maximum potential and represent the best possible value for money.</p> <p>Embrace an entrepreneurial culture in order to maximise income and revenues wherever possible and access external funds and resources that support the Council's core priorities as outlined in the Corporate Plan.</p> <p>Lead, inspire and motivate staff across the Council and support the workforce to perform to their highest potential. Take personal responsibility for role modelling appropriate behaviours and challenging both poor performance and inappropriate behaviour. Champion personal development, ensuring that there is a strong development culture, putting in place clear talent management and succession planning strategies across the organisation.</p>
Corporate Accountabilities	All employees of the Council should undertake and conduct their work with due regard to the corporate accountabilities (available on the Redbridge Council website). These include responsibilities for outcomes regarding Equality, Conduct & Behaviour, Health & Safety, Data Protection, Safeguarding and Customer Care.
Flexibility	The key responsibilities and duties of the role are neither exclusive nor exhaustive. All workers are expected to operate flexibly to support delivery of services and from time to time will be required to undertake responsibilities outside the normal remit of role description as required by the line manager, which are broadly commensurate the job level and scope of competence.

Person Specification	
Knowledge & Experience	
Statutory or Mandatory qualifications:	No mandatory qualifications required.
Educational Ability	Highly developed and complex levels of knowledge, with ability to develop original responses to complicated and unpredictable problems and situations. May be evidenced by qualifications including: Master's degree; Postgraduate certificates and diplomas; chartered professions; and equivalent qualifications, or evidence of demonstrable application in the course of experience.
Key Subject or Content Areas (inc: Desirable Qualifications)	High quality leadership skills and a track record of leading change within a complex organisation. Proven experience of project and strategic programme management skills. Strong commitment to personal development, including evidence of up to date leadership development.
Strategic Direction	An in depth knowledge of policy and legislation that directly impacts on delivery of the transformation programme. A strong track record of successfully formulating, developing and delivering strategies leading to demonstrable improvements in outcomes within a relevant discipline. Significant experience of leading one or more relevant services within a local authority or multi-functional organisation of comparable size, scope and complexity.
Political Awareness	Politically astute with demonstrable experience of having worked at a senior level in either a political environment or a comparable governance regime.
Driving Change and Improvement	Experience of successfully leading the initiation and management of complex changes to services, including negotiating and influencing large-scale programmes and projects both within the authority and with external partners and stakeholders. Evidence of continuously enhancing and improving approaches, processes and business tools to manage and improve the performance and capability of the organisation and workforce and provide simple and effective exchanges with the public of Redbridge. Comfortable operating in an uncertain environment where the end state is not always known.
Performance Improvement	A successful track record of establishing a strong performance culture including effective performance measures, the evaluation of service quality and improving service delivery in a way which meets the needs and expectations of customers. Experience of managing commissioning and performance frameworks in a multi-disciplinary and partnership environment.
Partnership	Experience of working in partnership with and managing internal and external stakeholders, including local community groups, not-for-profit, public and private sector organisations, in complex and changing environments.
Managing Resources & Commercial Acumen	A detailed understanding of the principles of budgetary planning and control. Experience of managing large scale, complex budgets (including capital budgets).

Skills, Abilities and Competencies	
Leadership and Development	<p>A visible, inspirational, supportive and approachable people manager – with a demonstrable ability to lead and motivate staff to perform to their maximum potential in pursuit of clear organisational priorities.</p> <p>A strong commitment to talent management and succession planning.</p>
Communication Skills	<p>Highly credible with senior leadership team, local residents, businesses and communities. Skilled and confident at listening to and entering into a dialogue with a diverse range of residents, businesses and communities.</p> <p>High-level presentational skills and interpersonal skills with the ability to communicate effectively with a range of audiences.</p> <p>Well-developed networking skills.</p> <p>Ability to present highly complex information in a clear and concise manner.</p>
Relational and Partnership Influence	<p>Strong partnerships skills, with a successful track record of collaborative working in pursuit of clear corporate priorities.</p> <p>High quality negotiation skills, with a strong track record of negotiating favourable commercial and/or contractual positions and interests.</p> <p>Credibility to represent the Council to regional and national government.</p>
Strategic Analysis and Judgement	<p>Strong analytical and problem solving skills – including the ability to be able to draw clear recommendations from complex information.</p> <p>Anticipates stakeholder needs before they are articulated, identifies potential alternative courses of action and makes use of information to map out implications to aid decision making.</p>
Other Considerations	
Working Pattern and travel	<p>Role will involve irregular working patterns and will require the post holder to be able and willing to work during these periods, including evenings and occasional weekends.</p> <p>*The salary scale is inclusive and recognises the volume of work in addition to and outside the Council's normal office hours required by the post over and above the hours quoted above.</p>
Safeguarding Disclosure and	<p>The Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. If appropriate this employment may be subject to an enhanced Disclosure and Barring Service check/s (DBS).</p>
Special Factors or Constraints	<p>This post falls within the "politically restricted" category under the Local Government and Housing Act 1989 this post is politically restricted. The detail of the restrictions this places upon you are as outlined in the Statement of Main Terms and Conditions of Employment.</p> <p>Maintenance of high standards of personal conduct, honesty and integrity that inspires the trust and confidence of Councillors, senior managers, external partners and the public</p>

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