

Shareholder & Business Improvement Manager

Communities Directorate

Job Description and Person Specification

August 2020

Job Description

Job Title:	Shareholder & Business Improvement Manager
Service Area:	Communities Directorate
Function:	Communities Directorate Hub
Team:	Business Change
Post number:	TBC
Grade:	
Hours/weeks: <i>E.g. 36 hours/52.14 weeks</i>	36 hours
Base location:	Lynton House
Reports to: <i>Job title</i>	Head of Business Change
Responsible for: <i>Job titles of direct reports</i>	N/A

<p>Role purpose and role dimensions: <i>Overview of the job</i></p>	<p>To ensure the right systems, governance and processes are in place to enable the council's companies and internal services within the communities' directorate to be properly aligned with directorate and corporate strategy, to perform to a high-standard, and to meet resident needs.</p> <p>To do this the post holder will:</p> <ul style="list-style-type: none"> Review and manage company governance from a shareholder perspective, including: <ul style="list-style-type: none"> Ensuring the company's governing documents (articles of association and reserved powers) are fit for purpose Ensuring the company has the right skill-sets and capacity at board and senior officer level to successfully deliver its business plan Overseeing the production and sign off of company business plans from a shareholder perspective, and putting in place systems for their periodic review and updating Implementing an effective system of shareholder reporting, by the companies, to give visibility and oversight to the council as shareholder Work with finance colleagues to ensure effective financial management systems are used by the companies, and that the council has appropriate oversight of these Drive performance management of allocated services to ensure they are able to effectively deliver against their objectives by having systems in place to track spend, demand, service outcomes and other key business drivers. Develop business cases for allocated (existing or new) services within the communities' directorate to contribute towards the directorate's ability to deliver against its goals and objectives. The post holder will report directly to the Head of Business Change (Communities). This is a key role in enabling and ensuring the delivery of Directorate and Corporate goals and objectives.
<p>Key external contacts: <i>Organisations</i></p>	<p>Redbridge owned companies (including Roding Homes and Redbridge Civic Services), Housing Associations, IOD, London Councils, LGA, London Boroughs, London Councils.</p>
<p>Key internal contacts: <i>Job titles or groups of staff</i></p>	<p>People, Public Health, Corporate Strategy, Property, Planning, Regeneration, Corporate Finance, IT, Employee Experience, Constitutional & Legal Services, Members.</p>
<p>Financial dimensions: <i>Budgetary responsibility & amount. Equipment, cash, property etc. for which employee is responsible.</i></p>	<p>Responsible for:</p> <ul style="list-style-type: none"> Oversight and governance of council-owned companies Contribution towards delivery of programmes and projects in excess of £200m Contribution towards the development and delivery of robust financial plans, tracking and reporting on these for the Communities Directorate

Key areas for decision making:	<ul style="list-style-type: none"> ▪ Ensuring governance systems for external companies are robust and provide the appropriate level of oversight to the council as shareholder ▪ Leading on the development of templates, systems and procedures to enable the effective arms-length management of companies by the council as shareholder ▪ Leading on the development of allocated services in line with corporate and directorate priorities ▪ Leading, supporting and holding allocated services to account for savings delivery ▪ Ensuring plans and savings are delivered within agreed resource and time envelopes
Other considerations: <i>E.g. working patterns</i>	<ul style="list-style-type: none"> ▪ Work in partnership to develop integrated policy, strategy and service development ▪ Network effectively with external organisations to ensure that practice in Redbridge reflects best practice within local government and within other relevant sectors ▪ Provide cover for other Officers in their absence

Key accountabilities and result areas:	Key elements:
Staff Management	This will involve: <ul style="list-style-type: none"> ▪ Matrix managing project staff to achieve business results ▪ Empowering, motivating & managing staff to deliver a high-quality service ▪ Build effective teams and can-do culture
Financial Management	This will involve: <ul style="list-style-type: none"> ▪ Developing robust financial monitoring and reporting systems working with the Finance Business Partner and the companies and/or services ▪ Modelling finances for new proposals alongside the Finance Business Partner
Business Cases and Business Plans	This will involve: <ul style="list-style-type: none"> ▪ Reviewing the council companies' annual business plans to ensure they are robust and deliver against shareholder expectations ▪ Developing robust business cases for new opportunities and robust business plans to ensure successful delivery
Projects and Programmes	This will involve: <ul style="list-style-type: none"> • Leading on and reporting to the Department board on allocated projects and programmes, and carrying out gateway reviews • Ensuring effective project and programme governance is in place and timely decisions are taken following due process
Performance Management	This will involve: <ul style="list-style-type: none"> ▪ Leading on the development, implementation and management of systems to ensure effective company performance including; finance, service delivery, customer, and projects and programmes ▪ Developing and implementing frameworks and mechanisms that ensure that service performance is monitored effectively

General accountabilities and responsibilities

Green Statement	This will involve: <ul style="list-style-type: none"> Seeking opportunities for contributing to sustainable development of the borough, in accordance with the Council's commitment to making Redbridge a cleaner, greener place to live. In particular, demonstrating good environmental practice (such as energy efficiency, use of sustainable materials, sustainable transport, recycling and waste reduction) in your job.
Data Protection/Confidentiality	This will involve: <ul style="list-style-type: none"> Complying with the Data Protection Act 1998 – treating all information acquired through your employment, both formally and informally, in strict confidence and in accordance with Caldicott principles. Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees' access to and use of the Council's databases and systems. Any breaches could result in disciplinary measures. Maintaining client records and archive systems in accordance with departmental procedure, policy and statutory requirements.
Conduct and Whistle blowing	This will involve: <ul style="list-style-type: none"> Complying with the requirements of the Code of Conduct and maintaining high standards of personal conduct, honesty and integrity. You have a duty to raise any impropriety or breach of procedure to the appropriate level of management. Employees making such disclosures (whistle blowing) are protected and may make them without fear of recrimination.
Safer Working	This will involve: <ul style="list-style-type: none"> Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. Where you work in such a post the Council will require a CRB Disclosure check and references will be taken up prior to interview.
Equalities	This will involve: <ul style="list-style-type: none"> Complying with the Council's strong commitment to achieving equality of opportunity and outcomes in its services to the community and in the employment of people. You are expected to understand, comply with and promote Council policies in your work, to undertake any appropriate training and to challenge any prejudice and discrimination.
Customer Care	This will involve: <ul style="list-style-type: none"> Complying with corporate and service area customer service standards and promoting the development of high quality, individualised and customer-led services.
Health and Safety	This will involve: <ul style="list-style-type: none"> Being responsible for your own Health & Safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.
To contribute as an effective and collaborative member of the team	This will involve: <ul style="list-style-type: none"> Supporting colleagues to manage change Taking responsibility for continuing self-development and participating in training and development activities. Participating in the ongoing development, implementation and monitoring of the service plans. Supporting and contributing to value for money, service efficiencies and improvements.
Flexibility	This will involve: <ul style="list-style-type: none"> The above-mentioned duties are neither exclusive nor exhaustive. From time to time you may be required to undertake responsibilities outside the normal remit of your Job Description as required by the line manager, and are broadly within the grading level and competence.

Job Title:		
<i>Method of candidate assessment: A = Application form, I = Interview, T = Test.</i>		A - I - T
Minimum education/ qualifications:	<ul style="list-style-type: none"> Educated to degree or equivalent 	A
Minimum experience/ knowledge/ skills:	<ul style="list-style-type: none"> Experience of establishing and/or managing council companies, joint ventures or other external investments from a shareholder/investor perspective. Experience of managing programmes and/or projects to deliver change in a complex environment with customer facing services Proven ability to develop and review business cases, business plans and analyse financial assumptions and models High-level knowledge & experience of budget development, budgetary management and control Track record of facilitating a performance driven culture and improvement in customer facing services 	A - I - T A-I A - I - T A - I - T A - I
Minimum competencies: Customer focus	<ul style="list-style-type: none"> Customer focus and passionate about public service Experience of working with internal customers and an ability to balance their needs and priorities as well as those of the wider organisation 	A - I - T A - I
Communicating, negotiation & influencing	<ul style="list-style-type: none"> Excellent communication, negotiation and influence skills to achieve results 	A - I - T
Building relationships	<ul style="list-style-type: none"> Builds effective relationships and works well as part of a team 	A - I
Planning, organising & achieving results	<ul style="list-style-type: none"> Excellent organisational skills for self and others Ability to assimilate complex information, organises, prioritises & delegate 	A - I - T A - I
Embracing change	<ul style="list-style-type: none"> Confident and resilient with the tenacity to get results from people Comfortable in working in an uncertain and changing environment 	A - I A-I
Leadership	<ul style="list-style-type: none"> Effective leader with a proven ability to persuade and influence 	A - I
Special conditions:	<ul style="list-style-type: none"> Ability to work flexibly and outside of normal office hours as required 	A
Signature of Employee:	Name:	

