

About Redbridge

Redbridge is amongst the fastest growing places in the country and full of ambition for our people and communities. We are proud of the rich diversity across the borough. As home to more than 350 local voluntary and community organisations and thousands of businesses we want to build on our successes by maximising the talent and assets this offers by working smarter and faster to develop and improve the lives of all our residents. We have a range of excellent schools, affordable housing (compared to other parts of London) high quality open spaces and rapid transport connections into the heart of the city all of which offer great opportunities for people of all ages to enjoy.

Because of our population increasing - both because of people living longer and because our young families are growing, this is driving more demand for adults and children's services. This change also means we need to make sure we have the best employment opportunities, and housing provision that are designed for current and future need. We want everyone to feel safe and proud to belong to our Borough and believe this is a fantastic time to be at the centre of a big team effort that will deliver our vision with and for the people of Redbridge.

All of this means we need to work as a united team, with determination and pace, to make sure our vision and plans are achieved. We have a strategic delivery plan already in place and this is underpinned by our values of **Collaboration, Honesty, Excellence and Fairness** so all the foundations are in place to build and deliver a range of solutions and outcomes that will continue to make sure Redbridge is a fantastic place to live work and play for people of all ages.

Role Purpose

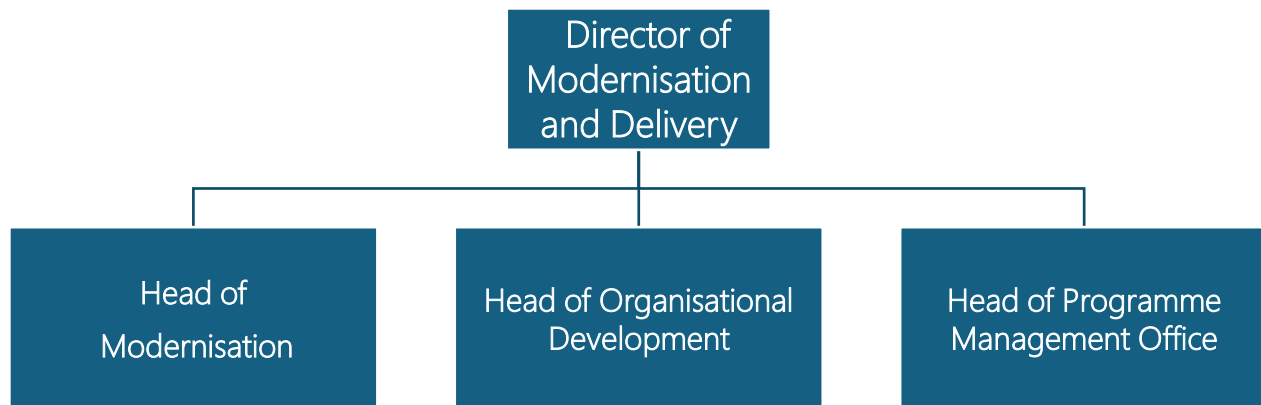
The post of Director of Modernisation and Delivery is a critical leadership role providing a balance of strategic and operational direction to ensure the Council is maximising all opportunities to transform services and the way we work so that we are a customer focused, modern and efficient organisation that embraces change and an employer of first choice. The role holds responsibility for overseeing change programmes and improvements across the Council and will lead programme support arrangements to monitor and support delivery across the organisation. The modernisation capacity will implement service changes, supporting colleagues in the process by understanding best practice that improves outcomes as well as helps address a challenging financial position.

Reporting to Deputy Chief Executive, and as a key member of Leadership Team, the post holder will shape and drive a modernisation programme which will completely change the shape of the Council, and the way it works, to ensure its future financial resilience. This programme will ensure the organisation is making the best use of technological change and places the customer journey at its very heart. It will ensure that the programme invests in organisational development in recognition that staff are the organisation's greatest asset so that both existing staff and potential employees see Redbridge as a great place to work. The role will ensure that the Council's services are modern, fit for purpose and efficient utilising the use of IT & Digital tools to the fullest through a Digital First approach. The postholder will need to work across the senior team championing this approach across services.

The Council is facing a challenging financial environment which will not get any easier in the short term. The Modernisation Programme is a key part of the Council's approach to becoming sustainable and this role will drive cashable savings from service redesign at pace and in line with targets laid out through the MTFS. The directorate leads on delivery of a number of priorities for the Council which will secure improvements in ways of working and use of change tools which are essential to support achievement of our wider ambitions as well as help address some of our challenges especially in making sure our services are customer centred, accessible and efficient. We have a highly committed and caring workforce who deserve to be supported in

developing their skills and careers and the role will be critical in developing workforce strategies and plans that support the overall changes planned for the Borough.

The senior structure of the Directorate is as follows:



Key Accountabilities

The postholder provides leadership across the Council and covers a complementary portfolio of services which include (but may not be limited to):

- Modernisation Programme – shape, design, and support to deliver best practice in service redesign and implementation driving efficiencies and improved customer services through this process
- Organisational Development – Significant focus on leadership, development and the creation and implementation of a new People Strategy for the Council.
- Programme and Project Management Office – ensuring rigour and best practice in relation to oversight of all corporate projects.

Directorate

1. Provide expertise on best practice to support the re-design of all Council services to ensure the Council has a culture of progressive thinking and is able to implement new service models that are based on state-of-the-art digital innovation, the delivery of excellent customer service and which deliver significant operational efficiencies. Collaborate with colleagues to embed a culture of continuous and positive improvement and impact.
2. Lead the design of Organisational Development strategies and initiatives that support the organisation-wide change effort ensuring the workforce is well supported, skilled and happy and modelling a culture of openness and innovation. This includes developing strategies that recognise the pace and breadth of change that are significantly influencing choices about working and developing careers in local government. Ensure that an effective performance

management and appraisal system is in place which reflects best practice and further develop the Council's graduate and apprentice programmes. Work with leadership colleagues to embed and build upon the Council's ambitions for equality, diversity, and inclusion.

3. Provide the Senior Responsible Officer function to develop deliverable and realistic savings profiles for all aspects of the Modernisation programme, ensuring it realises these cashable savings to support the MTFS, at pace, on time and in line with the identified efficiency target.
4. Lead on the development of People Strategy that is based on excellent practice to ensure that the Council is working to best practice standards in all areas and meets its legislative employment requirements. Make sure that the strength of Redbridge's diverse and inclusive population is reflected in HR policies and practices throughout the employment cycle. Oversee the delivery of the People Strategy action plan.
5. Provide expertise and best practice support to lead the Council's PMO function to ensure that it provides effective oversight of all corporate projects and programmes, adequately assessing risks and barriers to delivery and supporting the facilitation of corporate conversations and interventions to ensure progress remains on track and in line with budget.
6. Build a culture of culture of collaboration and partnership both internally and externally to facilitate achievement of the Borough's strategic objectives.
7. As a member of the Council's Senior Leadership Team, support the development and delivery of the Council's Corporate Strategy and supporting plans, providing high level professional advice to colleagues working alongside them to shape the development and delivery of cross-cutting themes.
8. Ensure all services have customer focus and stakeholder engagement at the centre of all planning and delivery activities to maximise opportunities for co-production and maintain a cross-Directorate approach to finding solutions.

Corporate Leadership

- 15 As a member of the Leadership Team, work positively with colleagues to lead a high performance, efficient, collaborative and customer focussed culture across the whole organisation with an aspiration to position Redbridge as a leading Local Authority in London and the country.
- 16 Support and advise elected members in the formulation, development, and review of corporate strategies to meet the Council's objectives while meeting statutory requirements.
- 17 As sponsor or lead of specific modernisation and change programmes across the Council, act corporately and collaboratively to remove any barriers and ensure that impact is maximised, delivering both improved outcomes and efficiency in a timely way.

Operational Leadership, Development & Improvement

- 18 Advise and support the political leadership (including relevant lead members) by providing clear options, implications and recommendations in respect of decision making relevant to the services provided in the Directorate.

- 19 Support colleagues in the delivery of high performing services, focussed on achieving the Council's specified outcomes.
- 20 Be responsible, and accountable, for implementing the Council's corporate performance framework – including service planning, performance monitoring, project management, budget management, risk assessment, and management, learning from feedback, performance appraisal, workforce planning and equalities initiatives.
- 21 Support the Deputy Chief Executive as principal adviser of workforce shape, describe and model an inclusive, supportive and effective leadership culture across the Council to support a high calibre, motivated, empowered and creative workforce and ensure that the Leadership Team learns from those who deliver services and know what does, and does not, work for our residents and communities.
- 22 Ensure a culture of continuous learning and act as a role model to support the values of the Council – Collaboration, Honesty, Excellence & Fairness.

Communication Partnership Working & Representation

- 23 To build strong partnerships across the public, private and voluntary sectors, supporting such partnerships as a senior system leader across Redbridge. Always represent the Council positively and professionally.
- 24 Take personal responsibility for facilitating public and community involvement and co-production in service development. Be accessible and visible to residents, businesses, and communities, actively listening to issues and concerns and taking responsibility for promoting fairness, equality, and community cohesion. Champion the highest standards of customer service.
- 25 Ensure that services covered by the Directorate meet existing and emerging customer needs/expectations and reflect a positive customer journey experience while identifying opportunities for efficiencies through channel shift and embed learning from implementation and feedback.
- 26 Support colleagues in developing positive and productive relationships with a broad range partners across the borough, Greater London and beyond to enhance the Borough's profile and reputation.
- 27 Represent the Council with the media and appropriate networks to advocate the Council's perspective and ensure a positive image that enhances the reputation of the Council.

Leading Performance

- 28 Work collaboratively and constructively with other members of the Leadership Team on all matters acting as a visibly collegiate and supportive team player.
- 29 Take responsibility and accountability for the whole organisation's performance, including complying with the corporate performance and assurance framework in the delivery of place-based services. Support and challenge colleagues to address areas of underperformance working constructively to ensure Redbridge is a top quartile performer against relevant benchmarks.

Resource Management

- 30 Work with colleagues to develop the Council's medium term financial strategy so it reflects the priorities of the Council and is refreshed regularly according to progress and achievement of objectives ensuring that the Council sets a legal and balanced budget every year and delivers a balanced, or better, year-end position for the Council year on year.
- 31 Work closely with the Executive Director of Resources (S151 Officer) to identify and agree robust and deliverable efficiencies resulting from the implementation of the Modernisation Programme and communicate and drive the programme forward to ensure it delivers the required financial outcomes.
- 32 Lead and oversee financial and budgetary controls within the Directorate, ensuring that all budgets are appropriately managed to ensure no overspends, that savings targets are fully delivered and proper risk management and mitigation arrangements are always in place.
- 33 Where appropriate, ensure contractual relationships led and managed by the Directorate perform to their maximum potential and represent the best value for money.
- 34 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 creating a safe and open environment in which colleagues can flourish and perform to their best ability. Challenge and address both poor performance and inappropriate behaviour. Champion personal development, ensuring that there is a strong development and learning culture, putting in place clear talent management and succession planning strategies across the organisation.

General duties

- 35 Support colleagues in relation to emergency planning and resilience arrangements, providing support of all measures to manage an emergency affecting the Council during the response and recovery phases.
- 36 Demonstrate and reinforce the Council's commitment to safeguarding and corporate parenting promoting the welfare of children and adults at risk and children looked after.
- 38 Participate fully in the arrangements supporting Elections and referenda as and when required.

All duties and responsibilities should be carried out in accordance with the Council's constitution, code of conduct, governance arrangements, policies, and procedures.

Person specification

		Desirable / Essential
Statutory or Mandatory qualifications:	N/A	
Educational Ability	Professional qualification relevant to the services and functions covered by the post (e.g. transformational change, organisational development)	D
Key Subject or Content Areas	Demonstrable leadership skills and a successful track record of leading organisational change.	E
	A successful track record at a senior level gained within services covered by the post in a large scale and complex organisation.	E
Strategic Direction	Good understanding of policy and legislation that directly impacts on the strategic leadership of a local authority.	E
	A proven track record of successfully formulating, developing, and delivering corporate strategies to transform services and deliver objectives in a large, complex, and multi-disciplinary organisation.	E
		E
	Significant experience of successfully leading and managing a diverse portfolio of enabling services, gained at a senior level in 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.	E
Driving Change and Improvement	A credible change leader and manager, comfortable with operating in an uncertain environment where the end state is not always known.	D
		E
	Demonstrable success at a senior level in the initiation and management of effective and complex changes to services. This will include extensive experience of leading large-scale transformational programmes and projects within a complex environment.	E
	A track record of modernising services at scale whilst evidencing the delivery of significant savings through an improvement / redesign process	E
	Demonstrate an ability to integrate digitisation as a driver for change, improvement with the delivery of savings as an outcome.	
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.	E
		D

	Experience of developing and implementing, commissioning and performance frameworks in a multi-disciplinary and partnership environment.	
Leading Partners	Experience of working in partnership with a broad mix of stakeholders including government agencies, specialist providers and community groups.	E
Leadership and Development	A visible, supportive and approachable leader – with a demonstrable ability to lead and motivate staff to perform to their maximum potential in pursuit of clear organisational priorities. Commitment to continuous personal development, including evidence of up-to-date programmes undertaken	E E
Communication Skills	Skilled and confident at using co-production techniques to develop initiatives listening to and building successful dialogue with a diverse range of residents, businesses and communities. High-level presentational skills and interpersonal skills with the ability to communicate effectively with a range of audiences. Well-honed networking skills. Ability to present highly complex information in a clear and concise manner.	E E D E
Relational and Partnership Influence	Strong partnerships skills, with a successful track record of collaborative working in pursuit of clear corporate priorities. High quality negotiation skills, with a strong track record of negotiating favourable commercial and/or contractual positions and interests.	E D
Strategic Analysis and Judgement	Strong analytical and problem-solving skills – including the ability to be able to draw clear recommendations from complex information. 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.	E D

Other Considerations

Working pattern and travel	<p>The role will involve irregular working patterns and will require the postholder to be able and willing to work during these periods, including evenings and occasional weekends.</p> <p><i>*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</i></p>
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Safeguarding disclosure	The Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and this post will ensure services are designed and delivered with due consideration of their needs.
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 details of the restrictions is as outlined in the Statement of Main Terms and Conditions of Employment.</p> <p>Maintenance of the highest standard of conduct and public confidence in their integrity.</p>