

# Executive Director – Place, Communities and Enterprise

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## About Redbridge

Redbridge is amongst the fastest growing places in the country and we are 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 and strong partnerships and work smarter and faster to deliver growth and investment and improve the lives of all our residents. We have excellent schools, good 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.

Our population increase - both because of people living longer and because our young families are growing - is driving more demand for adults and children's services and affordable housing. This means we need to deliver proactive customer-centric services and ensure we have strong employment opportunities and economic growth potential as well as good housing provision, 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.

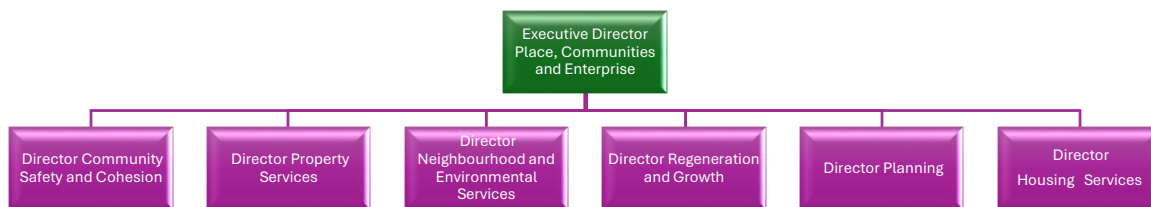
All of this means we need to work as a united, positive team, with determination and pace, to make sure our vision and plans are achieved. We have a strategic delivery plan already in place and this is underpinned by our values of **Collaboration, Honesty, Excellence and Fairness**. All the foundations 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

Reporting to the Chief Executive, the Executive Director of Place, Communities and Enterprise will provide strategic leadership, direction, operational management and financial control for a portfolio of activity within the Council's Place, Communities and Enterprise directorate.

The Directorate delivers the Council's clear priority to deliver clean and safe neighbourhoods which are attractive places in which to live. It ensures that our housing stock is well managed and that we make best use of the Council's assets. It also seeks to regenerate its neighbourhood centres, with a strong focus on Ilford Town centre as well as creating the right conditions for economic growth, housing delivery and inward investment in the borough.

The Place, Communities and Enterprise Directorate will provide a coherent and ambitious approach to the Council's activities in relation to good place-shaping and growth.



## Key Accountabilities

To provide strategic leadership to the Place, Communities & Enterprise Directorate and a portfolio of services including:

- Housing, Property and regeneration (including social housing)
- Economic growth, inclusive economy, leisure and culture, parks and gardens
- Environment, Street Scene services, Waste, Recycling, Bereavement Services
- Transport, highways and flood risk management
- Planning policy, enforcement and development management
- Building control
- Climate Change/Net Zero Investment
- Community Cohesion and Safety

Leading the Council's input into national, regional and sub regional economic growth, inward investment and development activity.

To drive the delivery of the Council's economic development and growth strategies maximising opportunities to achieve sustainable growth and secure greater revenue returns to support the Council's core activities.

Lead engagement with developers and partners, including business sectors, Chamber of Commerce, to facilitate achievement of strategic objectives.

Provide strategic leadership for the delivery of critical place-based services, overseeing large multi-disciplinary and multi-functional departments delivering high quality front-line services that have a direct and immediate impact on the wellbeing of Redbridge's residents.

As a member of the Council's Executive Leadership Team, support the development and delivery of the Council's Corporate Strategy and associated plans, providing high level professional advice to ELT colleagues and working alongside them to ensure the development and delivery of crosscutting themes across the Council.

Set the strategic direction through the Local Plan, and subsequent planning policy, right through to regeneration and economic growth activities and community safety and enforcement.

Provide clear focus to development, housing growth, capital delivery, transport strategy and delivery. Ensure that the interrelationships between activities is planned and designed with a comprehensive place-based focus.

Ensure the Directorate has community and stakeholder engagement at its heart and provide the opportunity for a cross-Directorate focus on delivery for people and businesses.

Ensure Partnership working across the Directorate to deliver on our commitments and vision for the borough.

Ensure that high quality, responsive and effective Development Management services are provided which create the right conditions for investment into the Borough.

Ensure there is a clear focus on increasing housing supply across the borough. Effectively make the link between estate regeneration, housing supply and private sector housing standards.

Ensure that the Council's land and property assets contribute fully to delivery of the Council's corporate objectives including regeneration and housing supply, the delivery of quality spaces from which to deliver services to the public as well as decarbonisation of the estate and ensure that there is high quality Council office provision.

Focus on building inclusive and cohesive communities and fostering a greater sense of belonging for residents as well as on creating safe homes and neighbourhoods across the borough.

Ensure that Redbridge's innovative and excellent work on community safety is maintained and accelerated so that residents feel safe, and businesses feel that Redbridge is a good place to locate to.

### Executive Strategic Leadership

- As a member of the Executive Leadership Team, work positively with the Chief Executive and Leadership 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.
- Support and advise elected members in the formulation, development and review of corporate strategies to meet the Council's political and statutory requirements.
- Sponsor and lead transformation and change programmes across the Council, always acting corporately and collaboratively to break down service boundaries and ensure that transformation impact is maximised, delivering both improvement and efficiency in a timely way.
- Help to shape and deliver the Council's Commercial Strategy and programme and provide the Council with financial assurance and scrutiny of the programme to support its effectiveness, legitimacy and value for money.

### Operational Leadership, Development & Improvement

- 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 within your Directorate.

- Support the Operational Directors and Heads of Service in the delivery of high performing services, focussed on achieving the Council's core service outcomes.
- 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 complaints, performance appraisal, workforce planning and equalities regimes.
- Create 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.
- 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

- Build strong partnerships across the public, private and voluntary sectors, supporting such partnerships in their leadership role across Redbridge, and to represent the Council positively and professionally within such partnerships as appropriate.
- Take personal responsibility for facilitating public and community involvement in service development, to be visible to residents, businesses and communities, actively listening to issues and concerns and taking responsibility for promoting fairness, equality and community cohesion. To champion the very highest standards of customer service.
- Ensure that your services meet existing and emerging customer needs/expectations and reflect a positive customer journey experience and deliver opportunities for efficiencies through channel shift and embed learning from complaints.
- Liaise with Government, the GLA, 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.
- Represent the Council with the media and appropriate networks to advocate the Council's perspective and ensure a positive image that raises the reputation of the Council.

### Leading Business Performance

- Work collaboratively and constructively with the Chief Executive and other members of the Executive Leadership Team on all matters.
- As part of the Executive Leadership Team, take collective responsibility and accountability for organisational and service performance, supporting and constructively challenging colleagues to address areas of underperformance and striving to ensure Redbridge is a top quartile performer against relevant benchmarks.
- Ensure your Directorate complies with the Council's Corporate Assurance Framework

### Resource Management

- Responsible for working collegiately across the Executive Leadership Team to develop the Council's medium term financial strategy which reflects the priorities of the Council and ensure that it is regularly updated.
- Responsible for ensuring that the Council sets a legal and balanced budget every year and that the Council delivers a balanced, or better, year-end position for the Council year on year.
- Responsible for 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 that proper risk management arrangements are in place at all times.
- Accountable for all commercial and contractual relationships within the Directorate, ensuring these perform to their maximum potential and represent the best possible value for money.
- 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

- Support the Chief Executive in relation to emergency planning and resilience, providing support for the co-ordination of all measures to manage an emergency affecting the Council during the response and recovery phases.
- Demonstrate and positively reinforce the Council's commitment to safeguarding and promoting the welfare of children and adults at risk and children looked after.
- Provide leadership support to Elections 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
<b>Statutory or Mandatory qualifications:</b>		
<b>Educational Ability</b>	Post graduate level qualification in one or more relevant professional areas such as planning, housing, regeneration or environmental health.	D
<b>Key Subject or Content Areas</b>	Substantial experience at a senior level within a large and complex organisation and a commercial mindset	E
	Highly credible with colleagues at all levels, with a leadership style which is visible, dynamic and influential,	E
	A thorough understanding and awareness of key legislation and current proposals for change relevant to services.	E
	Significant, successful, track record of managing achievement in local environmental, transport, community, regeneration and property-based outcomes at a senior level.	E
	Extensive experience in successfully consulting with the wider community and external partners on government, development and strategic issues.	E
	Significant experience of working at a senior management level in Local Government or related body.	E
	Proven experience of leading and managing complex, large-scale regeneration and property projects and contracts	E
<b>Strategic Direction</b>	An in depth understanding of policy and legislation that directly impacts on the strategic leadership of a local authority.	E
	A strong 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
	Significant experience of successfully leading and managing a diverse portfolio of professional services, gained at a senior level in a local authority or multi-functional organisation of comparable size, scope and complexity.	E
<b>Political Awareness</b>	Politically astute with demonstrable experience of having worked at a senior level in either a political environment or a comparable governance regime.	E
<b>Driving Change and Improvement</b>	A strong change leader and manager, comfortable with operating in an uncertain environment where the end state is not always known.	<b>E</b>
	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.	<b>E</b>

	Understanding and knowledge of the Public Sector Equality Duty and how it applies to the council and the service area.	
<b>Performance Improvement</b>	<p>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.</p> <p>Experience of developing and implementing, commissioning and performance frameworks in a multi-disciplinary and partnership environment.</p>	<p>E</p> <p>E</p>
<b>Leading Partners</b>	Experience of working in partnership with and managing internal and external stakeholders, including schools, local community groups, not-for-profit, public and private sector organisations, in complex and changing environments.	<p>E</p> <p>E</p>
<b>Leadership and Development</b>	<p>A visible, inspirational, 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.</p> <p>Strong commitment to personal development, including evidence of up-to-date leadership development.</p>	<p>E</p> <p>D</p>
<b>Communication Skills</b>	<p>Highly credible with 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-honed networking skills.</p> <p>Ability to present highly complex information in a clear and concise manner.</p>	<p>E</p> <p>D</p> <p>D</p> <p>E</p>
<b>Relational and Partnership Influence</b>	<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 at the highest level of regional and national government.</p> <p>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.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p>
<b>Strategic Analysis and Judgement</b>	<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>	<p>E</p> <p>D</p>

## Other Considerations

<b>Working pattern and travel</b>	<p>The 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><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>
<b>Safeguarding disclosure</b>	<p>The Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. This post is identified as involving or undertaking regulated activity with one or more of these groups or is a position of trust.</p> <p>Employment is subject to suitability to work with children or other vulnerable groups and advanced Disclosure and Barring Service checks (DBS) is required.</p>
<b>Special factors or constraints</b>	<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 these places upon you are 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>