

London Borough of Redbridge

Head of Modernisation

About Redbridge

Redbridge is home to 311,000 residents, more than 350 local voluntary and community organisations and thousands of businesses. We are among the fastest growing parts of the country and the third most diverse London borough. Our communities are attracted by a mixture of excellent schools, relatively affordable housing compared to other parts of London, high quality open spaces and rapid transport connections into the heart of the city.

Our population is getting both younger and older - driving increased demand in both adults and children's services. A growing population has placed huge pressure on a housing stock built for a different era. The pace of change to meet these challenges is phenomenal.

Alongside our values of **Collaboration, Honesty, Excellence and Fairness**, we have an ambitious strategic delivery plan to make Redbridge a great place to live.

Job Description

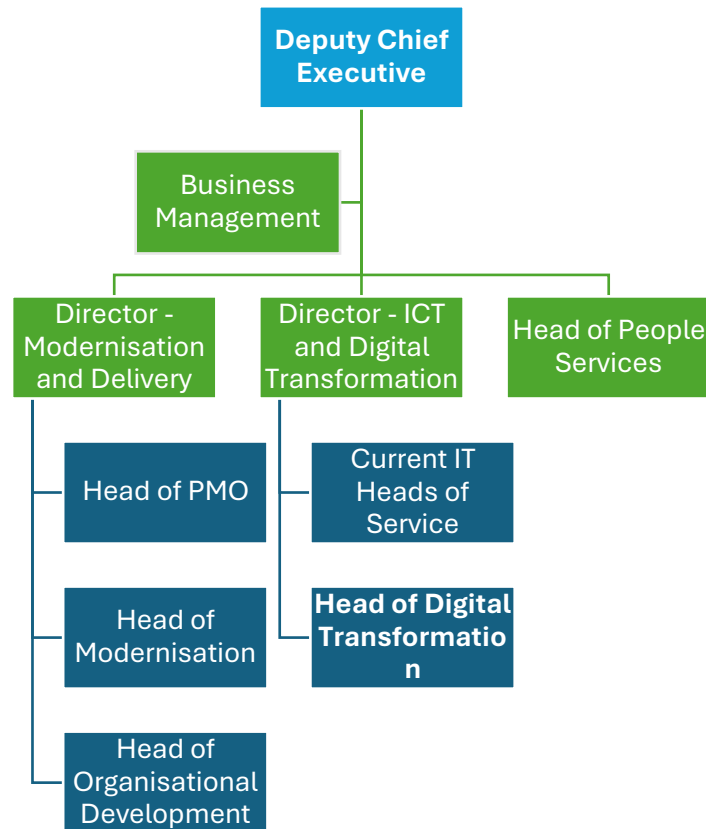
Job Title:	Head of Modernisation		
Accountable To:	Operations Director – Modernisation & Delivery		
Grade:	LBR22	Salary:	£86,274 - £89,667 inc. London Weighting
Direct Reports:	TBC	Total Staff & Budget:	TBC

Purpose of the Role

The council needs to modernise its processes, approaches and culture. Reporting to the Operations Director – Modernisation & Delivery, this role is about working to deliver a broad cross-cutting portfolio of modernising programmes but also to embed a culture of progressive thinking within the council. They need to have an excellent understanding around change management and ways in which to make continuous improvements. The work must achieve financial improvements as well as support excellent customer service and outcomes. The post holder will assist in developing and operationalising the strategic direction for the council including:

- Being a **champion and advocate for innovative practice and future thinking** in support of the Council's corporate ambitions and aspirations.
- Providing **constructive challenge to and making recommendations for future service delivery**.
- Forming **strong relationships** with senior managers, Elected Members and Union representatives to ensure that the people perspective is fully represented in co-ordinated decision-making.
- To uphold the Nolan [Seven Principles of Public Life](#).
- Effective **resource management**, including prioritisation, resource allocation, revenues and controlled spending while investing and spending for long-term value as well as near-term cost/benefit.
- To support a **culture of openness, inclusivity, learning and public service** and assure effective teamwork and corporate working.
- Impartially manage the **political interface** and overlaps of officers with councillors, codes, standards, protocols and respect.
- To support good and effective **governance** across the organisation.
- To ensure effective management of **risk, control and safeguarding**.
- To champion and embed a culture of **continuous improvement**, encouraging learning and curiosity.
- To **review instances of failure** of due process.

Directorate Structure Chart



Key Accountabilities

Customer-Centric Culture

- Leading on **organisational culture change** to put the resident at the centre of service design and delivery.
- Foster a **culture of empathy, professionalism, and continuous learning**.
- Make recommendations for **transformational change** that contribute towards improved outcomes for residents, leading edge performance and better value for money.

Continuous Improvement

- To maintain a high level of awareness of **current and emerging of legislative, social and economic developments** at national and local levels.
- To communicate the **vision and values** of the organisation to a broad range of stakeholders in order to **champion better and joint ways of working** that promotes innovative service delivery and a culture of transformational change and continuous improvement.
- To promote and embed **collaborative working** across the Council in order to adopt best practices and develop broad perspectives on key issues that span multi-disciplinary and multi-agency perspectives.
- Support and champion a culture of **continuous improvement and innovation**, identifying opportunities for **income generation**, with plans for the effective implementation of **efficiency savings**.

Corporate working

- To play an active **modernisation and customer-focused leadership/champion role** across the organisation.
- To promote the Council as a **learning organisation** through connecting findings from audit, complaints and other corporate processes and applying them to performance, planning and management systems.
- **Brief and advise, as required, Elected Members, the Chief Executive, Executive Directors and other senior officers**, as appropriate.

Politics and political interface

- Develop and maintain **effective working relationships** with elected Members.
- Promote a **culture of political awareness** amongst officers to help translate political will into appropriate future strategies and delivery of outcomes.

Good governance

- Work to ensure that **legal, financial, procedural** and other provisions governing the affairs of the Council, are properly observed and that appropriate action is taken to protect the best interests of the Council.
- Work to ensure that **risks** associated with Council activity are effectively mitigated, including the risk of fraud and corruption.

Managerial Leadership

- To provide **strategic, operational and motivational leadership of staff**, providing a visible presence and promoting a good working environment with the primary aim of delivering high quality services.
- Ensure the **effective and efficient management of the service's budgets** with achievable plans in place to deliver the Medium-Term Financial Strategy.

Partnerships

- To actively seek opportunities **for establishing, building and maintaining successful relationships with partners, stakeholders and agencies** in the public, third sector and as appropriate, the private sector in order to identify opportunities to deliver services in an innovative way that secures a real improvement to public services and delivers efficiencies.

Public Ethics

- Ensure that fairness is observed in **equal treatment, equal opportunity, relational equality, and equity**.

Other 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 commitment and support for **safeguarding** the welfare of children, young people and adults at risk.
- Ensure all duties are carried out in **compliance** with the Council's financial regulations, policies for Diversity, Equal Opportunities, Risk Assessment, Health and Safety and all relevant statutory or professional requirements.
- Perform **any other duties** imposed by law, or which the Council may reasonably require.

Person Specification

Qualifications

- Qualified to Degree level (or equivalent experience).
- Membership of a relevant professional body (Chartered Member CIPD or above)
- Evidence of continuous professional development.

Knowledge

- Understanding of **customer service principles**.
- Understanding of performance management principles and use of data, including setting targets, monitoring progress, and **driving continuous improvement**.
- Awareness and understanding of **local government operations** and how Council services interface with key public service partners e.g. police, health.
- **National and regional policy issues** which relate to local government.
- The **electoral basis of democratic legitimacy** and community engagement in the locality.
- Principles of organisational design and **management and staffing accountabilities**.
- **Good governance principles** in the corporate and public sector, as well as internal processes of scrutiny and formal checks and balances.
- Local Government **financial management**.
- Familiarity with **digital and artificial intelligence (AI)** and the application of technology-powered, new media enabled, but human-led services.
- Relevant statute, including **Civil Contingencies Act (2004)**, **Social Value Act** and local authority responsibilities.
- Local authority **safeguarding duties & responsibilities**.
- **Health & Safety** legislation.

Experience

- Significant experience of **leading and delivering organisational modernisation and culture change** at a strategic/senior management level and in advising at Committee/Cabinet/Board level.
- Experience of successfully **improving the customer experience/journey** while delivering service efficiencies.
- Experience in **service delivery innovation**.
- Significant experience of **programme, project and portfolio management**.
- Proven experience of **developing and delivering strategies** (including but not limited to workforce strategies) that support organisational ambitions and priorities.
- Experience of **senior management** in a large, diverse and complex organisation.
- Demonstrable experience of **engagement with high profile stakeholders in a political environment**, including politicians and unions.
- A successful track record of **working with partners** to negotiate, agree and influence outcomes to help further corporate objectives.

- Significant experience as **an efficient and effective people manager**, leading, motivating, managing and developing a professional function and teams to achieve desired outcomes.
- Experience of successfully **managing budgets** of a comparable scope and scale.
- A successful record of **delivering high quality professional and customer-oriented services**.
- Effective **performance management**: reported metrics of relative cost-effectiveness to comparators.
- Creating a **positive culture of learning and improvement**.
- Personal leadership in the achievement of **equal opportunity** in both employment and service delivery.

Skills and Abilities

- Personal commitment to **continuous improvement and the development of others**.
- Ability to **lead, drive and deliver change** at pace whilst bringing people with you.
- Positive about **working in an open empowered culture**.
- A **strong corporate player**, able to develop shared approaches with colleagues across the council and beyond and enable joined-up planning and shared values and objectives.
- **Creativity and imagination** in seeing new approaches, painting the vision, overcoming obstacles and showing that ambitious goals can be achieved.
- A high degree of **openness, honesty and personal integrity** with an ability to engender trust & confidence amongst peers, staff, residents & stakeholders.
- Ability to provide **inspiring leadership**, to **lead calmly and with clarity of purpose** in highly visible and accountable circumstances.
- An **enabler**, with the ability to manage a wide range of complex issues and agendas at the same time and drive change through **influence and diplomacy**.
- **Political acumen and sensitivity**, with the ability to develop productive working relationships with elected members and advise all political groups and the Council as a whole in an objective and bias-free way.
- **Situational analysis and understanding** in order to apply sound judgement and balance issues of risk with outcomes for the organisation.
- **Tenacity and resilience**, for example challenging existing ways of doing things and raising performance and standards.
- Have a confident **communication style** and **negotiation skills** that motivates staff, fosters team working and improves organisational effectiveness.
- Able to **deescalate tensions and de-personalise conflict** between individuals and parties
- **Data literate and excellent analytical and creative problem-solving skills**, holding a systemic understanding behind the numbers, with an ability to cut through to the root cause of an issue, including an ability to analyse, calculate and manage **risks**.
- Able to balance **management grip and empowerment** commensurate to risk and its mitigation through internal controls.
- Ability to drive high quality, **high performing services**.
- The ability to **lead, develop and motivate staff and teams** to effect change and deliver improvement and achieve desired outcomes.
- Ability to work **collaboratively with stakeholders**, obtaining the trust of a wide range of individuals and organisations, working as part of multi-function teams.
- **Personal resilience** with the capacity to cope with ambiguity, uncertainty and pressure and the ability to work under public scrutiny whilst maintaining a sense of perspective.
- **Commercial acumen** to understand and successfully exploit commercial opportunities.
- Ability to provide **timely, accurate and correct written and verbal advice** for Members, Corporate Leadership Team and Officers to develop and articulate the strategic direction for the organisation.

Additional Information

- 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.
**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*
- This post falls within the 'politically restricted' category under the Local Government and Housing Act 1989. The detail of the restrictions this places upon you are as outlined in the Statement of Main Terms and Conditions of Employment.