Job Description

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| **JOB TITLE:** | **Strategic Director Change and Improvement** |
| **GRADE:** | **Strategic Director** |
| **POST NUMBER:** |  |
| **DIRECTORATE:** | **Chief Executive** |
| **SERVICE:** | **Strategy, Improvement and Transformation** |
| **RESPONSIBLE TO** : | **Chief Executive** |
| **RESPONSIBLE FOR:** | **Corporate Policy** **and** **Strategy**  **Research and Insight**  **Culture Change**  **Continuous Improvement (inc delivery against the Ministerial Directions)**  **Transformation** |
|  | **This post does not require a DBS check.**  **This post is politically restricted.** |
| **JOB SUMMARY:** | **This is a unique and critical role bringing together a number of key enabling services to support the organisation to deliver its ambitious agenda for improvement across Tower Hamlets.**  **You will lead the improvement agenda for the Council, working closely with the Chief Executive, Corporate Leadership Team and the Ministerial Envoys to ensure the authority delivers the requirements in the Ministerial Directions and that this results in the change Residents and our Communities need to see.**  **Provide strategic, tactical and operational leadership to drive corporate strategy and change and support redesign, improvement and innovation across the council. This includes overseeing and shaping the Continuous Improvement Plan and direct responsibility for delivery for a number of key areas in the plan.**  **A core part of the role will include implementing a new model at the corporate centre, designed to enable services to deliver for communities. This was designed with staff in 2024 and will empower and provide resilience to the organisation around corporate policy and strategy, data and insights, transformation and culture change. This all enables the Mayor to deliver on priorities for Tower Hamlets.**  **You will ensure the Council’s values and community outcomes are at the heart of proposals and solutions for improvement.** |
| **ROLE REQUIREMENTS:** |  |
|  | Responsible for leadership of corporate strategy, policy, culture change, research, insight and improvement including the Council’s major change programme. |
|  | Implement the recommendations from the Empowering Services review, including the creation of a corporate centre that will drive the improvement journey and move the Council to its new Target Operating Model. This will ensure the Corporate Centre is shaped and resourced to deliver the Council’s strategic priorities while delivering against the ministerial directions. It is expected that the post holder will have expert knowledge of best practice and how to shape the best way forward for Tower Hamlets. |
|  | Lead a range of critical corporate support services which all services rely on and are critical to supporting the pace and scope of change. This will include delivering a new approach to governance that supports continuous improvement and transformation for the Transformation Assurance Board. The post holder will be responsible for leading and co-ordinating improvement across the Council to deliver the Ministerial directions at pace |
|  | Ensure that effective mechanisms are in place to embed our change programme and transition from a statutory support package into business-as-usual assurance. |
| **CORPORATE RESPONSIBILITIES** |  |
|  | Actively contribute to the council’s priorities and outcomes in a way that promotes a ‘one organisation’ approach through leadership of the Council’s corporate services offer and underpinning culture of enabling services. |
|  | Develop and maintain positive relationships with external partners and bodies, all colleagues across the Council, with Ministerial Envoys and the Transformation and assurance Board Members so there is high confidence, communication and ownership of the Council’s improvement journey |
|  | Promote equality among all staff and ensure that services are delivered in a non-discriminatory way, that is inclusive of all disadvantaged groups. |
|  | Act as a role model for organisational change and learning, helping colleagues to understand and implement major change at scale and at pace so that the change is sustainable and delivers significant improvements. |
|  | Promote sustainability, including encouraging a culture of innovation, personal responsibility and accountability amongst all council staff. |
|  | Adherence to the council’s commitment to the health, safety and welfare at work policy. |
|  | Deputise for the Chief Executive or other colleagues when required. |
| **PEOPLE** |  |
|  | Develop and maintain positive relationships with colleagues, the mayor and elected members, stakeholders and communities to ensure the council and the councils’ strategic priorities are effectively implemented. This includes all stakeholders involved in the Council’s improvement journey within government, the LGA and other specialist advisers. |
|  | Work with partners, stakeholders, and residents to codesign, develop and implement strategies, policies and actions to deliver across the Borough and support the objective set out within Strategic Plan |
|  | Lead on policies and procedures to promote equality across the workforce and in service delivery ensuring that services are delivered in a non-discriminatory way, that is inclusive and understanding the needs of all disadvantaged groups. |
| **FINANCE** |  |
|  | Responsible for all budgets, expenditures, and costs within the portfolio, taking all steps to provide services at the best price for the quality specified. As part of the corporate change programme consider how improvement can be delivered at less cost including through use of new service models |
| **SERVICE AND PERFORMANCE** |  |
|  | Ensure that the portfolio meets its statutory obligations and develops and delivers its statutory plans. As the lead on corporate planning the postholder should oversee a framework that provides assurance that all obligations are met and based on best practice in a way that delivers continuous improvement that is visible internally and externally |
|  | Drive organisational change and learning, using and implementing appropriate systems of self-development, communication and engagement, quality measures, monitoring and review in delivering the functions of the role. |
|  | Ensure that all enabling services understand the opportunities and challenges across all services in order to target support. |

**OTHER CONDITIONS:**

To demonstrate in depth understanding of government expectations around local government improvement and a successful track record in response to a government support package or intervention.

To maintain personal and professional development to meet the changing demands of the job and participate in appropriate training/development activities including the council’s ‘My Annual Review’ scheme.

To engage and develop all staff in the team to ensure they have clear personal development plans.

Ensure that all duties and responsibilities are discharged in accordance with the council’s policies and procedures, Code of Conduct and relevant regulations and legislation.

To comply with the council’s equal opportunities and diversity policies ensuring anti-discriminatory practice within the service area.

To undertake additional duties that may arise from time to time commensurate with the grade of the post. This will include working some evenings, weekends and bank holidays to meet service requirements and ensure appropriate representation of the Council at meetings and events with residents, partners, the Leader and Cabinet and all elected members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990 which means the postholder cannot hold any active political role.

Person Specification

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| **Person Specification for the Post of Executive Director of Strategic Change and Innovation** | | **Essential (E)**  **or**  **Desirable (D) (if applicable)** | **Method of Assessment**  **A= Application Form**  **T= Test**  **I= Interview** |
| **Knowledge** | * Experience in working closely with a wide range of stakeholders to develop and implement major change and improvement across a complex organisation * In depth understanding of government conditions and expectations around improvement, and a track record in delivering clear goals and outcomes * Ability and experience to translate strategic and corporate commitments into an aligned framework of operational plans using insight and data to oversee the delivery, review, and improvement of these plans. * Proven track record in leading the design and implementation of corporate strategies which provide a valuable framework for all services and deliver sustainable improvement at pace and scale. This includes overseeing the changes being embedded and constantly reviewing performance. * A comprehensive understanding of local government and the devolution of powers to national, regional and local level and political context within which it operates so that the Council can maximises the opportunities these present for the Borough especially as it moves out of government involvement. * Ability to develop strong relationships with all stakeholders including senior government representatives, partners residents as well as elected representatives and colleagues through effective engagement and communication. * Demonstrable track record in designing corporate strategies and helping all corporate services to ensure they provide professional and timely services for all services | E  E  E  E  E  E  E | ATI  ATI  ATI  ATI  ATI  ATI  ATI |
| **Personal characteristics and attributes** | * Strong political awareness and sensitivity to manage and navigate complex expectations * Personal credibility. A professional demeanour that generates trust and confidence. * Leads by example and possesses a high degree of integrity. * Sets themselves and others challenging but achievable objectives. * Challenges and confronts conflict, brokering solutions to achieve goals. * Looks to the future – can see the opportunities others might miss. * Applies concepts and learning from outside the sector; looking ahead over the long term to deliver improvements and avoid problems. * Not afraid to challenge performance and service delivery issues with senior colleagues * Always looks to drive value for money for customers and residents. * Emotionally intelligent and able read how best to address difficult conversations. | E  E  E  E  E  E  E  E  E  E | A TI  A I  A I  A I  A I  A T I  A I  A T I  A I  AI |
| [**03 - Business Case Proposed Reorganisation of SMT Jan v3.docx**](https://walsall.sharepoint.com/:w:/s/SeniorLeadershipReviewConsultationOfficeGroup/EXuYOIWbN8FBhXTb1J_TycABCqpaBqYeZbrcPJTemqv08Q?email=Sarah.Williams%40walsall.gov.uk&e=b4PZ6N)  **Additional Requirements** | Willingness to work outside of contractual hours in the evenings and weekends where necessary to fulfil the duties of the role.  To comply with the requirements relating to political restrictions for this role. |  |  |

# Health and Safety responsibilities for:

**Directors (second tier) Job Descriptions (this might need changing if ED level)**

Health and safety responsibilities include:

* Overseeing the translation of the council’s health and safety policies, objectives and arrangements into operational practice within their respective directorate service areas.
* implementing corporate and directorate safety policies and supporting procedures within their service areas
* holding staff accountable
* ensuring risk assessments are carried out, reviewed and shared with all appropriate staff
* ensuring staff receive adequate information, instruction, training and supervision
* cooperate with trade union/safety representatives