

Director of People and Culture

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.

We are changing the way Redbridge works;

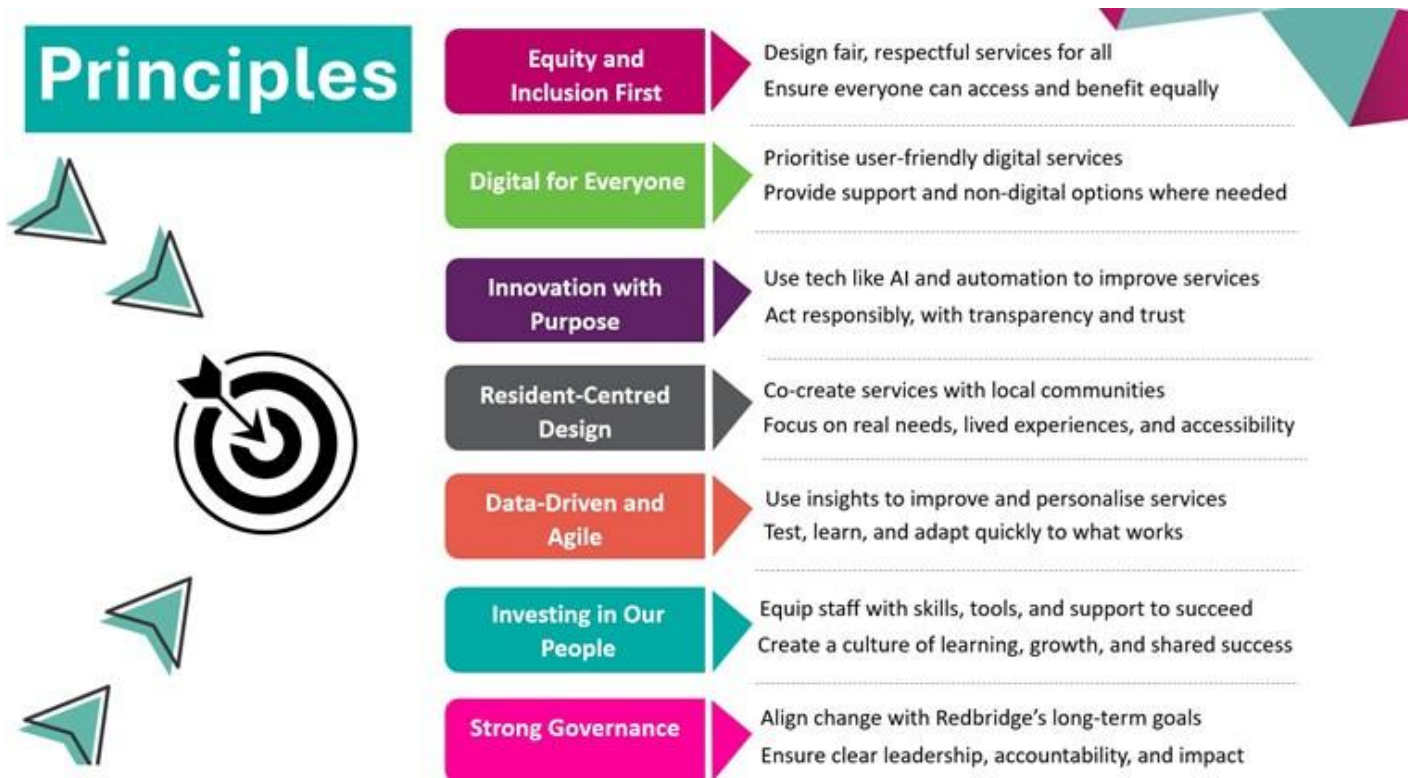
Changing the way Redbridge Council works so it's better for everyone

By using new tools and ideas, we're helping our staff work smarter and provide even better services.



Our goal is to build a modern, fair, and friendly council that truly listens to residents and makes life better for our community.





Role Purpose

Our people are a critical enabler of this Strategy. We are investing in modernising and growing our use of technology, and we recognise that this must be accompanied by a strategic approach to empowering our dedicated and determined people to work in new ways.

Our emerging People strategy is about ensuring our teams and ways of working to enable collaboration and effective delivery; growing our people's skills and capabilities to develop diverse talent and maximise the impact of our work; and ensuring our people experience a culture which makes our people feel valued, included, heard and supported, so that all may thrive in their roles.

Our dynamic and highly strategic Director of People and Culture will lead this transformation and will support us in developing the teams, cross organisational working, skills and great workplace experiences that will enable us to achieve our organisational goals. Beyond your commitment to Redbridge, we're looking for a motivating, values-led leader. You'll be joining an organisation that takes pride in being welcoming, open and inclusive.

You will set and evolve the strategic direction and execution of our People Strategy, ensuring alignment with organisational priorities and future readiness. You will ensure the council has the culture, capabilities, and leadership required to deliver its strategic ambitions. You will shape organisational effectiveness, workforce resilience, and employee experience across the council. You will also serve as a trusted advisor to the CEO, Directors' Team and Members, providing thought leadership and driving strategic change, talent development, and cultural transformation

Key Accountabilities

Directorate

1. Provide visionary leadership of the People and Culture Directorate, comprising HR, Diversity & Inclusion and Wellbeing, Recruitment, Payroll, Learning and Organisational Development. Build a high-impact and future focussed function that delivers strategic value.
2. Champion and have leadership accountability for development and implementation of Redbridge's People Strategy, ensuring successful and impactful delivery across the borough.
3. Shape Redbridge's overarching strategic development and delivery through membership of the team of Directors, role modelling and empowering inclusive leadership.
4. 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.
5. Design and oversee a future-focussed talent and reward strategy that anticipates organisational needs, builds leadership pipelines and ensures Redbridge remains competitive in attracting and retaining the best and most diverse talent.
6. Provide expert insight and guidance on organisational design and development to build Redbridge's workforce resilience and ensure it has the right roles, skills and capabilities, structures and ways of working, now and for the future.
7. Lead the establishment of an authentic council-wide culture that aligns with Redbridge's Mission and Values, supports high performance and organisational effectiveness and that delivers positive workplace experiences for all.
8. Partner, and in some cases lead, cross-functional strategic initiatives that support organisational transformation, innovation and effectiveness. Ensure people and culture are embedded in every aspect of change.
9. Embed D&I across the council, ensuring Redbridge becomes a truly diverse and inclusive organisation where everyone can thrive.
10. Provide strategic advice and support to teams and functions, such as the Modernisation programme and the establishment of a strategic planning and delivery function and accompanying programme management approach.
11. Use survey and other feedback, data and analytics to monitor strategic implementation, continuously improve people services and inform decision making.
12. Ensure people policies and practices evolve, reflecting regulatory changes, best practice and the Council's priorities.
13. Provide formal reporting and strategic advice to the Chief Executive, Directors' team, Staffing Committee and other committees
14. Develop and manage a significant annual budget (including the annual pay award), with a strong focus on ensuring value for money and maximum impact.
15. Engage externally with senior People leaders, fostering a culture of continuous learning and innovation across the sector, and advancing Redbridge's reputation as a progressive employer and a thought leader.
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. Sponsor and lead specific transformation and change programmes across the Council, acting 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
19. Support colleagues in the delivery of high performing services, focussed on achieving the Council's specified outcomes.
20. As the 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.
21. 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

22. Build strong partnerships across the public, private and voluntary sectors, supporting such partnerships as a senior system leader across Redbridge. Represent the Council positively and professionally at all times.
23. 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.
24. 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.
25. 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.
26. 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

27. Work collaboratively and constructively with the Chief Executive and other members of the Executive Leadership Team on all matters acting as a visibly collegiate and supportive team player.
28. 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

29. 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.
30. 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 in place at all times.
31. Where appropriate, ensure commercial and contractual relationships led and managed by the Directorate perform to their maximum potential and represent the best value for money.
32. 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

33. Support the Chief Executive and 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.
34. 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.
35. 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, human resources,)	D
Key Subject or Content Areas	Proven success as a senior People and Culture leader. This is likely to have been gained as a Chief People Officer, Director or equivalent within purpose-led organisation of similar scale and complexity. Experience of working in an organisation with frontline operational delivery services and delivery of services through partners internationally is welcomed. Extensive experience co-creating and aligning people strategies with organisational strategies and translating them into operational plans. Demonstrably strong leadership and people management skills and success in creating and maintaining motivated, inclusive, empowered and high performing teams. Significant experience of successfully leading strategic change, with strong change management understanding, and experience of working with specialist colleagues to assess change impacts and ensure effective and sustainable implementation. Experience of supporting large-scale technology transformation within an organisation is an advantage. Expertise and recent successful experience in developing and embedding strategic workforce planning and organisational design initiatives to drive impact and efficiency. Track record of shaping inclusive cultures including through successful delivery and embedding of Diversity & Inclusion programmes with evidenced positive outcomes. Direct experience of working as a member of an executive leadership team, and of working effectively with a Board and Committees. Extensive knowledge and experience of the practical application of relevant UK law and best practice, relating to employment and safeguarding. Exceptional leadership skills and a successful track record of leading organisational change. 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	An in depth understanding of policy and legislation that directly impacts on the strategic leadership of a local authority. 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 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 strong change leader and manager, comfortable with operating in an uncertain environment where the end state is not always known. 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 E
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. Experience of developing and implementing, commissioning and performance frameworks in a multi-disciplinary and partnership environment.	E
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, 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. Strong commitment to continuous personal development, including evidence of up-to-date leadership development.	E E
Communication Skills	Highly credible with local residents, businesses and communities. 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
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

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
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Other Considerations

Working pattern and travel	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. Post holders will be expected to be present in the office for an average of 3 days a week <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>
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	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 are as outlined in the Statement of Main Terms and Conditions of Employment. Maintenance of the highest standard of conduct and public confidence in their integrity.