


Appendix A

ITEM NO:

	<p style="text-align: center;">Executive 14th July 2008</p> <p style="text-align: center;">Report from the Chief Executive</p>
<p style="text-align: right;">Wards Affected: None</p>	
<p style="text-align: center;">Service improvement – proposed structural changes</p>	

Forward Plan Ref: CE-08/09-01

1.0 Summary

- 1.1 This report sets out a number of necessary structural changes which are designed to promote improvements in service delivery, value-for-money and delivery of the Council's key priorities. Its central proposal is the creation of a new Service Improvement Directorate headed up by a new board-level Director of Service Improvement. The report also recommends the creation of a dedicated Civic Centre Project Team headed up by a new Civic Centre Programme Director (at Assistant Director level) to ensure the effective planning and co-ordination of the Council's work to construct a new Civic Centre for the borough located on Engineers Way/Arena Square, Wembley in 2012.

2.0 Recommendations

Executive members are recommended to:

- 2.1 Endorse the broad approach to service improvement and efficiency set out by the Chief Executive in paras 3.1 – 3.11
- 2.2 Confirm the Executive's expectation that managers in all service areas should review service standards and value-for-money on a regular and self-critical basis

- 2.3 Agree the establishment of a new Service Improvement Directorate responsible for HR, ICT, customer services and the Civic Centre project
- 2.4 Agree to create a new CMT level post of Director of Service Improvement and to approve the job description and person specification attached at Appendix 1, subject to any minor variations arising from the consultation process
- 2.5 Agree to the deletion of the current Director of HR and Diversity and Deputy Director of HR and Diversity posts subject to consultation with the affected postholders
- 2.6 Agree to establish a new Head of Human Resources post at Assistant/Deputy Director level to head up the Council's HR function to be located within the new Service Improvement Directorate
- 2.7 Approve the job description and person specification of the Head of HR post attached at Appendix 2 subject to any minor variations arising from the consultation process
- 2.8 Agree to create a new post of Civic Centre Programme Director at Assistant/Deputy Director level to be located within the new Service Improvement Directorate
- 2.9 Approve the job description and person specification for the Civic Centre Programme Director post attached at Appendix 3, subject to any minor variations arising from the consultation process
- 2.10 Note that officers will continue the formal consultation with staff directly affected by these proposals
- 2.11 Note that the posts of Director of Service Improvement, Civic Centre Programme Director and, subject to any ring-fencing arrangements that may apply, the new Head of HR post will be externally advertised in September 2008
- 2.12 Delegate authority to the Chief Executive to make any consequential changes in accordance with the Council's 'Managing Organisational Change' procedures and to establish such interim arrangements as may be necessary to ensure early progress on service improvement and efficiency measures

3.0 Detailed considerations

The case for change – why we need to raise our game

- 3.1 Brent Council has improved out of all recognition over the last decade with demonstrable investment and improvement in front line services, a more streamlined and efficient infrastructure, rising levels of customer satisfaction, a positive trend in external inspections and a significant growth in multi-agency partnership working. Members and staff have worked together to drive up

service standards and to improve the service 'offer' that we make to local people.

- 3.2 However, despite these efforts, there are some early indications that the pace of progress has recently started to stall and that decisive management action is now needed to halt this trend. In terms of our annual Comprehensive Performance Assessment (CPA) rating, we have remained on 'three stars' (a 'good' rating) and 'improving well' for three years in a row. This is certainly a respectable performance given the stricter criteria and higher performance thresholds that have been applied by the Audit Commission over this period but it remains the case that no fewer than ten London boroughs now have the highest 'four stars' (an 'excellent' rating). Brent is not one of them. For an authority that aspires to be one of the highest performers in local government, not just in the capital but nationally, this cannot be an acceptable position.
- 3.3 The need for action is re-inforced by the knowledge that the proportion of our services in the top 25% (upper quartile) when compared to other councils has fallen from 30% in 2005/6 to 23% in 2006/7. We also know that the current methodology for calculating CPA scores means that we cannot reach a 'four star' rating in the final round of CPA judgements which will be published in February 2009. We appear to be especially vulnerable in the cultural block where our scores will prevent us achieving the highest 'excellent' rating next year. In areas such as environment, some other councils appear to be making more rapid progress in key areas than we are. We also know that some services have remained stubbornly resistant to improvement despite reviews and inspections highlighting the need to make progress.
- 3.4 As members will be aware, a new system of assessing local authorities' performance is being introduced next year known as Comprehensive Area Assessments or CAA for short. These will be area-based judgements of how local government and its many local partners are jointly promoting the social, economic and environmental well-being of the area. Although wider in scope than the CPA process, it is clear that there will still be a strong focus on how individual councils perform and that this will have very important implications for our reputation and our ability to attract high calibre staff and to secure the external investment on which the borough so heavily depends. The need for such investment will be even more critical over the next three years since we already know that the Local Government Financial Settlements over this period will be very difficult indeed.
- 3.5 But above all, Brent Council's primary duty is to provide the highest possible quality of services to our residents and Council Tax payers and to promote the welfare and life chances of our citizens in the widest sense. This is a central and inescapable duty on local councillors and the staff who work for them. We can therefore never be complacent about how we are performing or accept that some other councils will always do better than us simply because Brent is a relatively deprived local authority with many challenges and obstacles to overcome. On the contrary, we should be motivated by these challenges to strive even harder to provide the best possible services to a population which depends on them so heavily.

A new approach to service improvement

- 3.6 It is my strong view that Brent Council now needs a new and more dynamic approach to service improvement which will help to drive through the various changes needed to raise service standards and secure the efficiency savings that we are required to make. I believe that we have gone as far as we can by relying on local, ad hoc or incremental approaches to service improvement. If we now want to be a truly excellent authority providing the highest quality of services to local people, we will need to think much more radically about the way we do business. This will entail a willingness to break out of our traditional professional and departmental silos and start to see the world much more from the customer perspective.
- 3.7 It is clear that the sheer scale of change facing the authority at this time is already very daunting – a challenging budgetary climate exacerbated by the current economic downturn, a highly diverse, mobile and needy population which places very heavy pressures on all public services, ever-increasing demands from central government on everything from juvenile justice to elderly care, constantly rising customer expectations, a highly competitive labour market in the capital and the need to regenerate many of our major estates, town centres and industrial areas. These are all without doubt very real challenges and we need to ensure that, as a council, we are organised in such a way that we can respond to these pressures whilst at the same time improving the many important front line services that we provide. The proposals in this report are designed to help us do precisely this.
- 3.8 What is now required is an approach that explicitly accepts that the status quo is not an option and which embraces the many challenges we currently face. This will require us all to confront traditional assumptions about how and what services we deliver. We now live in a world of complex multi-faceted problems – worklessness, crime and justice, health inequalities, community cohesion, urban regeneration and environmental sustainability to name just a few issues – where narrowly-defined departmental and professional responses are simply inadequate. In almost all areas of Council activity, the problems we confront need multi-disciplinary and multi-agency responses and there is quite bluntly a limit to what any single agency can achieve acting on its own.
- 3.9 We also need to ensure that our internal structures are genuinely ‘fit for purpose’ and capable of adapting to changing demands and opportunities. Whilst changing structures on their own is rarely a solution to complex social and service delivery challenges, we must at the very least ensure that our structures, attitudes and behaviours do not impede the achievement of our ambitions. It is now my very firm conclusion that we now need to agree some limited structural change in order to develop a more coherent Council-wide approach to service improvement and to institutionalise the new ways of thinking, working and acting that our current operating environment requires.

3.10 The new approach that I am advocating builds upon the existing 'Improving Brent' programme which was first launched as far back as September 2001. What I am now proposing however is nothing less than a step change in the Council's organisation-wide improvement programme that is more corporate, more focused and arguably more challenging than what preceded it. Many of the changes that will be required are managerial or operational in character and need not therefore detain elected members. However, I believe that some limited structural change is now needed and this will require sign-up from the Executive in line with our current constitutional provisions. The proposals below will help to deliver on the Administration's four key priorities, will improve our overall focus on service improvement and efficiency, will lead to more effective co-ordination of the many different change processes that are currently under way – including the construction on schedule and on budget of a new Civic Centre for the borough – and will raise the expectations on all managers and staff to review performance in a self-critical way and agree the actions needed to improve it.

3.11 The three core elements of the new approach to service improvement are as follows:

Improved delivery on major projects – we are fortunate to have an increasing number of major capital schemes taking place, including the construction of a new Civic Centre, the recent acquisition of Brent House, the disposal of the Town Hall site, the roll-out of a substantial school expansion programme, major estate renewal programmes in South Kilburn and elsewhere, the development of the Wembley regeneration area and longer term plans for improving the borough's leisure offer and to regenerate the North Circular corridor. These are just some of the projects that will place increasing strains on management and staff capacity and we really cannot afford to do any of them badly. We will therefore need to invest more in project management skills and to support staff to take on these challenging new roles.

Raising performance and maximising efficiency – although we have made some very good progress in some service areas, we cannot claim to have uniformly high standards of service across-the-board. Firm action will be needed to ensure that every service unit and every service department, including our many important support services, are performing at the highest level that their resources allow. We must therefore ensure that every pound is well spent and that resources are closely targeted on the Administration's four main priorities – sustainability, regeneration, tackling crime and addressing the needs of children and young people. We have recently commissioned some external consultancy support to undertake a comparative review of 25 Brent services and their findings will be discussed by the Corporate Management Team (CMT) in July.

Making the 'One Council' approach a reality – the great majority of high performing organisations in both the public and the private sectors have strong core values, consistently high standards of practice in all areas and a solid infrastructure which supports the work of the whole organisation. Put simply, they look, feel and act like a single cohesive whole with clearly

articulated goals and objectives. In my view, Brent Council still has quite a long way to go to meet this aspiration and so we will particularly need to look at key support services such as finance, property, ICT, HR, communications and business planning to ensure a strong corporate approach. It is not acceptable to have unjustified differences in standards and behaviours in different parts of what is supposedly one organisation.

Proposals for structural change to enhance performance

3.12 In order to move the organisation forward, I believe that the following practical steps are vital if we are to raise our game and give added momentum to our service improvement and efficiency work. I have discussed these proposals in some detail with CMT colleagues, presented them in full at a meeting of Brent's 120 senior managers and invited e-mail comments and feedback in my regular Chief Executive's newsletter. I believe these proposals command a high level of support across the officer corps and that they merit the clear endorsement that I am seeking from the Executive tonight.

3.13 ***Establish a new Service Improvement Directorate responsible for HR, ICT, customer services and the Civic Centre project to be headed up by a new board-level (i.e. member of the CMT) position and to be funded from within existing resources***

The rationale for this new department is to create a much stronger organisational focus around improvement and efficiency and to ensure that the key functions which will determine the success or otherwise of the Civic Centre project are brought together under strong corporate leadership. There are crucial linkages and overlaps between HR dealing with people issues, ICT dealing with technology and information issues, customer services which are the interface with local people and service users and the Civic Centre project which will deliver the Council's new civic and administrative headquarters. There are real risks to the authority if these functions and processes are not fully aligned – a single directorate will ensure much closer planning, co-ordination and joint working than would be possible if these four functions remained separate and detached from one another.

3.14 ***Delete the current Director and Deputy Director of HR and Diversity posts and re-direct resources to the new Service Improvement Directorate whilst establishing a new second tier post of Head of Human Resources within that directorate***

I have thought carefully about the proposed deletion of these two posts. The Director of HR and Diversity and I share the view that this is now appropriate given the new focus the organisation needs to place on service improvement in key areas and the wider efficiency agenda. I do still see HR as a critically important corporate role but it would in my view be more effective and wield more influence within a wider directorate driving forward the Council's strategic improvement work. We will still need a Head of Human Resources position, probably at a Hay 3 salary level, and this report seeks authority to create this new post. Because of the need for HR to prioritise its contribution to improvement and efficiency, I am additionally proposing to consult on the re-location of the Corporate Diversity Team to another corporate function. It is therefore proposed to delete the current Director and Deputy Director of HR

and Diversity posts. The current postholders have been consulted in accordance with Council procedures and will continue to be consulted as appropriate.

3.15 ***Create a new post of Civic Centre Programme Director at Assistant/Deputy Director level and establish a dedicated Civic Centre Project Team all to be funded from within existing resources***

The Executive decision in March 2008 to approve the building of a new Civic Centre and the recent acquisition of a 2.5 acre site in the Wembley regeneration area means that this enormously complex project needs to be resourced and managed at a much higher level. Every month of delay will add at least £440,000 to the final cost of the project so it is imperative that we urgently put in place a strong officer structure to lead and manage the project, to liaise with stakeholders including elected members, to oversee the design and construction process and to ensure the new building is entirely 'fit for purpose' when it opens in late 2012. A senior and experienced officer lead is required at Assistant/Deputy Director level and this is what is now proposed. Existing staff in our current project team will be absorbed into the new structure in the new Service Improvement Directorate.

3.16 ***Authorise the Chief Executive to make any consequential changes to staff structures, roles and reporting lines in accordance with the Council's normal procedures and to establish any necessary interim arrangements that may be required to ensure early progress is made***

There are likely to be a number of detailed operational, administrative and personnel issues arising from the implementation of the recommendations in this report. These flow directly from the recommendations themselves or else are managerial decisions which do not in themselves require Executive approval. It is important that we make early progress so that service improvements deliver tangible results before May 2010 so it is therefore proposed that the Chief Executive be authorised with immediate effect to make any further necessary changes needed to implement the new approach to improvement and efficiency. All such decisions will take place within the Council's agreed policy and procedural framework for change management.

4.0 Financial Implications

4.1 Members will be aware from the report on tonight's agenda on the 2009/10 Budget Strategy of the very constrained position the Council's finances are under in the Medium Term. The Government is expecting at least 3% savings per annum from all local authorities. Brent is also a "floor" authority, receiving the minimum amount of grant increase for its class of authority each year. All of these factors highlight the need for radical changes to current service provision, to maintain improvements in priority areas, while delivering the necessary efficiencies to balance the budget.

4.2 The recommendations in the report, propose the creation of three new senior posts – Director of Service Improvement, Head of Human Resources, and Civic Centre Programme Director. The grades for these posts are yet to be formally evaluated, but it is anticipated that they will be Hay 2 (£116 k to

£137k per annum plus on-costs of up to 30%) for the Board level post and Hay 3 (£90k to £105k per annum plus on-costs) for the other two posts.

4.3 Overall funding for these posts is already agreed within the 2008/09 revenue budget and future years. Therefore no additional resources are required to implement the recommendations in the report.

The sources of funding include:

- The deletion of the Director and Deputy Director of Human Resources and Diversity posts at Hay 2 and Hay 3 respectively;
- The Civic Centre budget which assumed that, following decisions confirming the construction and site, the project would require enhanced support to ensure it was delivered on time and on budget;
- Resources to pump prime improvement and efficiency work across the Council including the Brent Performance Fund (£250k available in each full budget year), and one-off monies for Invest to Save projects and reward grant from the current LAA.

4.4 Other costs associated with the changes, such as recruitment, and any possible redundancy costs, can also be met from the overall resources available as set out in paragraph 4.3.

5.0 Legal Implications

5.1 The main legal implications in respect of the proposals concern matters relating to the proper internal and statutory procedural requirements to delete posts to make way for the new structure. The current recommendations form the first part of the formal decision making process and are in accordance with the relevant Standing Orders relating to staff.

5.2 If the Executive decides to accept the recommendations then it will be necessary to ensure that the statutory dismissal procedure is carried out as well as the requirements of the Managing Organisational Change Policy. If that process results with the proposed dismissal of the individuals whose posts are recommended for deletion then it will be necessary to comply with the Executive notification procedure set out in Standing Order 79 prior to any notice of dismissal being issued.

5.3 In accordance with the Constitution the terms and conditions and the grading structure of the proposed new posts will need to be agreed by the General Purposes Committee.

5.4 The appointment to the proposed new posts will need to be carried out by Senior Staff Appointments Committee that will be convened by Democratic Services at the appropriate time.

6.0 Diversity Implications

- 6.1 The structural changes proposed in this report are aimed at promoting improvements in service delivery and value for money across the Council and we will ensure that diversity considerations are built into every stage of the process.
- 6.2 An initial impact assessment has been undertaken and at this stage has identified the deletion of two posts which involve a white female and a black female. The final impact assessment will be completed in September when the full impact of the restructuring proposals will be known.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Consultation is currently being undertaken with staff directly affected by these proposals and with the trade unions. Following the consultation and finalisation of the proposals, implementation will be in line with the council's 'Managing Organisational Change Policy and Procedure.'
- 7.2 The restructuring proposals may have implications for current accommodation arrangements. However, once the restructuring proposals have been finalised, a full assessment will be undertaken of future accommodation needs.

Background Information

For further information on this report contact Gareth Daniel, Chief Executive, 2nd Floor, Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD, tel 020 8937 1007, e-mail: gareth.daniel@brent.gov.uk

**GARETH DANIEL
CHIEF EXECUTIVE**

London Borough of Brent

Job Description and Person Specification

Title: Director of Service Improvement

Reporting to: Chief Executive

Overall Job Purpose

Working closely with the Chief Executive and the Corporate Management Team (CMT), the postholder will provide strategic leadership to the Council's overall service improvement programme and to a range of critical and inter-related support services including HR, ICT, customer services and the project team responsible for the development of a new Civic Centre for the borough. The postholder will work collaboratively with a wide range of internal and external partners to promote a strong culture of achievement and excellence within the Council and will help to ensure that innovation and best practice are core organisational values. A key responsibility will be to align the different but complementary roles of HR, ICT and customer services and to maximise their contribution to the Council as a whole. This will need to be done within the context of a strong 'one council' philosophy and the development of a new Civic Centre. The Corporate Management Team will collectively determine the overall thrust of the Council's improvement effort but the Director of Service Improvement will be the visible and influential champion for service improvement and will be expected to both challenge existing patterns of service delivery and to facilitate the introduction of new and more effective ways of working. The Director of Service Improvement is a full member of the Council's Corporate Management Team and will therefore also be expected to contribute to the wider development of the authority and its agreed service delivery priorities.

Strategic Responsibilities

- Work with elected members, the Chief Executive and all members of the Corporate Management Team to drive continuous service improvement across the Council, challenging existing service delivery models and championing new ideas and thinking to bring about a positive transformation in service delivery and customer outcomes.
- Develop a strong change management capability both corporately and across the Council to enable delivery of the Council's service improvement programme
- Provide the officer lead for service improvement to the high-level Brent Improvement and Efficiency Board chaired by the Chief Executive.

- Ensure the Council has an effective strategic approach to the development and delivery of long term service improvement strategies that are widely owned and understood at all levels within the organisation.
- Provide active operational leadership and management of the following functions:
 - Human resources
 - ICT services
 - Customer services
 - Civic Centre project
- Promote the effective integration of HR, ICT and customer services across the Council to maximise their contribution to service improvement and to the authority's 'one council' philosophy
- Collaborate with senior managers in all departments to enable the development and implementation of a performance management culture that:
 - establishes personal accountability for achievement of identified priorities and objectives,
 - raises standards of services and business efficiencies;
 - fosters pro-active improvement in areas of weakness; and
 - celebrates success at both individual and team levels
- Empower departments to effectively design and implement reviews and change programmes facilitated by multi disciplinary working.
- Ensure regular reviews of investment in HR, ICT and customer services are undertaken to ensure current deployment is in the best interest of service improvement for the Council and the wider community.
- Provide an integrated 'one council' approach to service improvement ensuring it aligns with the Council's overall strategic priorities.
- Provide professional leadership on developing improved service outcomes and ensure that opportunities for integrated outcomes and processes are explored and maximised.
- Work closely with the Chief Executive, the Corporate Management Team and the Civic Centre Programme Director to ensure that the new Civic Centre reflects the Council's organisational values and priorities and helps to maximise opportunities to deliver improved services and strengthened multi-agency partnership working.
- Ensure that the Civic Centre project and associated building projects facilitate the introduction of new and improved ways of working, especially in the areas of HR, ICT and customer services
- Responsible for putting in place systems for identifying resources from across the Council to support cross-cutting and multi-disciplinary team working to deliver service improvements.

- As a full member of the Corporate Management Team, actively contribute to the effective strategic leadership and direction of the Council.
- Deputise for the Chief Executive as part of the CMT monthly rota.

Communication and Employee Engagement

- Work collaboratively with departmental directors and management teams to ensure the effectiveness, availability and customer focus of services, and achievement of consistent high standards of delivery for service users.
- Collaborate with the Director of Communication and Consultation and contribute to the development, implementation and review of the Council's communication strategy and branding to positively market Brent's key attributes and to promote effective internal communication with staff
- In collaboration with the Chief Executive and CMT, provide briefings and advice to the Leader, Executive members and political groups on service improvement issues.
- Ensure all stakeholders are fully briefed, engaged and involved in the development and implementation of the Council's service improvement programme.
- Ensure the Council's approach to improvement and performance is incorporated as best practice at local level and that residents, partners, and voluntary and community sectors are aware of the Council's achievements.
- Publicise and promote the Council's good practice and service improvement achievements in a wide variety of sub-regional, regional and national forums.

Leadership and Management

- Motivate, lead and inspire senior managers and employees at all levels within the Service Improvement Department.
- Provide strong and effective leadership to senior staff within the department and take overall responsibility for ensuring they provide integrated and well co-ordinated services.
- Ensure that all work programmes are delivered and achieved to the highest standard and that the relevant Council policy objectives and commitments are achieved.
- Oversee a fully integrated performance management, service planning and monitoring and evaluation system within the department and ensure that action is taken whenever possible to deliver further improvement over the short, medium and longer term.
- Ensure the department's allocated financial, human and other resources are effectively planned, managed and controlled and that all objectives are achieved within the budgets allocated.

- Develop, implement and deliver short, medium and long term work plans for the Service Improvement Department.

General

- Undertake the duties and responsibilities of the job within the broad remit of Council corporate policies and procedures including its 'one council' approach and its customer care and equal opportunities policies and the Council's core management and staff competencies.
- Ensure that health and safety is seen as the responsibility of every employee and it is their duty to ensure that tasks are carried out in a manner which is safe and absent from risk to themselves or others.
- The job description is not intended to be an exhaustive list of all the duties and responsibilities that may be required. The jobholder may be expected to carry out such other professional and managerial tasks as are commensurate with the grading and wider duties and responsibilities of the post.

PERSON SPECIFICATION

DIRECTOR OF SERVICE IMPROVEMENT

Experience

- A successful track record of consistent and demonstrable achievement as a senior manager in a complex public service environment.
- An awareness of the current challenges and opportunities facing HR, ICT and customer services in large public sector organisations.
- Evidence of success in strategic management and leadership of major cultural and organisational change across a wide range of diverse services.
- Proven record of formulating, leading and implementing strategies and programmes, which cross agency and/or service boundaries through the delivery of major projects.
- Evidence of successfully delivering major projects within the relevant operational, financial and time constraints.
- Significant experience of financial management, including the successful evaluation of competing budgetary priorities and targeting of resources.
- A proven track record of effective partnership working involving negotiating, communicating and working jointly with a wide range of internal and external bodies to achieve corporate and service objectives.
- A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve corporate and service objectives.
- Demonstrable commitment to equality and diversity, and a track record of successful development and delivery of policies and practices promoting equality of opportunity in service delivery.

Knowledge, Ability and Skills

- An in-depth understanding of the legislative framework, best practice and contemporary issues affecting local government.
- High-level analytical skills with the ability to exercise sound judgment in seeking creative solutions to complex problems.
- High-level leadership skills and a proven ability to inspire, motivate and develop employees and teams in a performance led organisation.
- A proven ability to work constructively and sensitively with senior colleagues from a range of professional disciplines.
- Excellent interpersonal and presentational skills with a proven ability to communicate effectively to a wide range of audiences, communities and interest groups.
- Effective influencing, negotiation and conflict-resolution skills.

London Borough of Brent
Job Description and Person Specification

Title: **Head of Human Resources**

Reporting to: **Director of Service Improvement**

Overall Job Purpose

Working closely with the Corporate Management Team, the Director of Service Improvement and other Departmental Management Teams, the postholder will ensure that the Human Resources Business Plan and Strategy measurably contribute to the provision of modern, accessible, transparent and joined-up services including:

- Contributing to the Council's strategic business priorities and its authority-wide improvement programmes.
- Translating the Council's People Strategy into up-to-date service plans and ensuring their alignment with corporate priorities and performance targets.
- Leading Human Resources strategy, policy and practice at all levels in the organisation, to support managers in delivering successful outcomes through people.
- Ensuring the Council has sufficient human resources, with the right skills and motivation and properly deployed, to meet the business demands of the organisation.
- Contribute to a comprehensive organisational and cultural change programme to support the Council's Improvement and Efficiency Plan and other improvement goals.
- Providing strategic and functional leadership to the staff of the Human Resources Unit to equip them to achieve organisational goals, add value and deliver efficient services.
- The postholder will be a full member of the Service Improvement Departmental Management Team and will be required to contribute to the wider work of the department.

Strategic Leadership

- Lead on Human Resources strategy to facilitate the provision of high quality people capability and structural frameworks in delivering customer-focused interventions.
- Ensure that HR works closely at all times with colleagues in ICT, customer services and the Civic Centre project team to deliver a seamless and co-ordinated approach to the work of the Service Improvement Department and the Council's wider service improvement agenda.

- Develop and put in place the Workforce Planning framework ensuring that it is aligned with service plans, including:
 - identification of current and future skills gaps in the workforce,
 - future forecasting and workforce intelligence research,
 - succession planning and knowledge management,
 - ensuring that the Council is an 'employer of choice', and
 - innovative and flexible solutions to support operational business needs..
- Support the development of a performance culture across the organisation, including developing and implementing the performance management tool-kit including:
 - the competency framework,
 - target-setting,
 - effective performance appraisal,
 - personal development plans, and
 - people management policies, procedures and guidelines.
- Provide imaginative solutions to enable the Council to attract recruit, retain and reward a high calibre, high performing, diverse workforce to deliver the Council's services and improvement programmes.
- Lead on the development and implementation of attractive and fair rewards systems and facilitate and support managers in responding to changes in recruitment markets.
- Lead on developing and implementing a learning and development framework delivering skills and knowledge and learning interventions to build organisational capability.
- Provide high level strategic human resources advice to elected members, the Chief Executive, Corporate Management Team and senior managers.
- Ensure the development of metrics that:
 - facilitate quality assurance of human resources services,
 - demonstrate efficient and effective human resources management,
 - contribute to the overall performance management of the organisation,
 - enable internal and external benchmarking against high performing organisations.

Communication and Employee Engagement

- Lead the management of employee relations in a way that achieves organisational objectives, is consistent with good employment practice, and facilitates effective consultations and negotiations with the trade unions.

- Consult with stakeholders across the Council to shape and re-shape human resources services to support corporate objectives and service needs.
- Build widespread understanding and buy-in to human resources policies and assist in spreading best practice in people management across the organisation.
- Provide human resources input into cross-cutting corporate projects and initiatives.
- Collaborate with the Communication and Consultation Unit on the development of an effective employee communication and engagement strategy, to inform the development of services and to build commitment to the Council's aims and objectives.

Leadership and Management

- Communicate and promote the vision, objectives and values of the Human Resources Unit, providing inspirational management and leadership and ensuring the attainment and maintenance of high standards of professionalism and customer care.
- Promote and champion diversity in employment at all levels of the organisation through policy development and practical implementation, and promote the Council as a good place to work.
- Promote and inspire high standards and continuous improvement in the development and delivery of people management across the organisation by being an effective ambassador and role model for the Council.
- Provide strong and effective leadership to the Human Resources management team, taking overall responsibility for ensuring they provide integrated and co-ordinated services across the Council.
- Plan and manage the Human Resources budget ensuring that it supports delivery of the human resources business plan and that human resources services are procured and delivered within allocated resources.
- Ensure effective systems, processes and working practices are in place, supported by robust business continuity and risk management arrangements, to enable effective service delivery and operational effectiveness.
- Facilitate the development of business planning systems and processes to support the delivery of high quality and efficient human resources services.
- Collaborate with the People Centre and ICT services to:
 - develop the 'e-HR' self-service and transactional capabilities including effective use of ICT facilities by managers and employees,
 - provide people management data for benchmarking, service evaluation, and driving service improvement,
 - support workforce planning and resource modelling, and
 - ensure the security, integrity and confidentiality of systems and data.

- Develop and maintain effective relationships with partner organisations and local, sub-regional, regional and national bodies.
- Collaborate with external organisations to explore innovation and shared services in the delivery of human resources services e.g. West London Alliance and London Councils.

General

- Undertake the duties and responsibilities of the job within the broad remit of Council corporate policies and procedures including customer care, equal opportunities and the Council's core management and staff competencies.
- Ensure that health and safety is the responsibility of every employee and it is their duty to ensure that tasks are carried out in a manner which is safe and absent from risk to themselves or others.
- The job description is not intended to be an exhaustive list of all the duties and responsibilities that may be required. The jobholder may be expected to carry out such other professional and managerial tasks as are commensurate with the grading and wider duties and responsibilities of the post.

PERSON SPECIFICATION

HEAD OF HUMAN RESOURCES

Qualifications

- CIPD qualified with evidence of continuous professional development.

Experience

- A successful track record of delivering human resources in a comparable unionised environment.
- Demonstrable experience of leading and managing a high performing human resources function with particular emphasis on the needs and aspirations of a diverse and multi-cultural workforce.
- A successful track record of managing major corporate organisational and cultural change initiatives
- Evidence of success in developing and delivering innovative and creative solutions to difficult issues.
- Evidence of success in working with and influencing elected politicians, the Chief Executive and senior managers.
- Significant experience of working with external partners, agencies and service providers to engage them in developing and delivering the Council's strategy for effective people management.

Knowledge and skills and abilities

- Understanding of the local government business, its key roles, and the challenges it faces in ensuring delivery of high quality services.
- Comprehensive understanding of current thinking on all aspects of people management with particular emphasis on the needs and aspirations of a diverse multi-cultural workforce.
- A strategic thinker able to see the bigger picture and the impact of long term planning on the delivery of human resources services.
- Ability to provide visible leadership and direction of the Council's vision for people management.
- A proven ability to communicate effectively in oral and written forms to a wide variety of professional and non-professional audiences.
- Personal resilience and focus to deal with a challenging environment and having the courage to uphold good employment practice.
- Able to embed and instill a performance ethos in managers and employees to deliver performance outcomes.
- High level consulting, influencing, negotiation and conflict-resolution skills capable of delivering functional or organisational goals.
- Ability to analyse and interpret complex written and financial information.

London Borough of Brent
Job Description and Person Specification

Title: Assistant Director (Civic Centre Programme Director)

Reporting to: Director of Service Improvement

Overall Job Purpose

Working closely with the Chief Executive, the Director of Service Improvement and other professional colleagues within the Council, the postholder will lead and co-ordinate the development and successful delivery of the Civic Centre project, ensuring that it contributes to the provision of modern, accessible, transparent and joined-up public services in the borough. The postholder will lead on the overall management of the project, including design, construction and delivery phases, and ensure that it is delivered to the specified design and technical standards, within the agreed budget and timescales, and provides good value for money and opportunities for future efficiency savings. A key role will be to co-ordinate and manage the development and implementation of the project design brief, ensuring that the building provides innovative and up-to-date facilities which support the Council's wider business planning and service strategies. Especially close liaison will need to be maintained with other staff in HR, ICT and customer services to ensure that these elements are central to the planning and delivery of the new Civic Centre. This project is an integral part of the Council's wider regeneration plans for the Wembley area and it is also a critical driver in the Council's overall service improvement strategy. These elements will need to be incorporated into planning and day-to-day decision-making at every stage of the project. The role will involve active and ongoing engagement with a wide array of internal and external stakeholders and the Programme Director will be expected to ensure that elected members and all other stakeholders are fully briefed on the project and afforded adequate opportunities to contribute to it. The postholder will be a full member of the Service Improvement Departmental Management Team and will therefore also be expected to contribute to the wider development of the Council's improvement programme.

Key Responsibilities

- Work with a wide cross-section of stakeholders including members, employees, customers, community groups, public and private sector partners to produce a design 'vision' for the new building which meets

as far as possible the various objectives and requirements of the different interest groups.

- Act as the Lead Officer on the Civic Centre project at a range of internal officer meetings and groups including the Civic Centre Officer Steering Group chaired by the Chief Executive and the cross-Council Civic Centre Project Board.
- Manage a multi-disciplinary officer project team working in the Service Improvement Department and ensure the team meets its objectives and works closely and harmoniously at all times with colleagues inside and outside the Council.
- Develop and update the Civic Centre Project Plan identifying any operational, financial or timescale implications from initiation and commissioning through to completion and occupation.
- Work with architects, builders, developers and consultants to ensure that the design vision is fully reflected in the detailed design of the new building and its related facilities.
- Ensure the application of imaginative and cutting-edge technological solutions to provide a modern and effective facility which is:
 - sustainable in every aspect of its design and operation
 - facilitates new and more efficient working practices and systems and
 - balances the needs of employees and customers with achieving value for money and business efficiency.
- Lead the process of selection, appointment, co-ordination, monitoring and review of consultants, architects, project managers and contractors to ensure procurement of effective and efficient professional and other services.
- Ensure that all contracts for goods and services are procured and provided in accordance with the relevant legal and Council standards.
- Jointly with other senior colleagues, represent the Council at a range of high level external meetings to discuss the development of the Civic Centre project and its contribution to the Council's wider regeneration and service improvement objectives.
- Act as the Council's lead representative in day-to-day dealings with public and private sector partners, developers, architects, builders and suppliers.
- Act as the Council's client side manager for the construction and delivery of the new building and related facilities ensuring that the project meets all design, financial and other targets and timescales, proactively identifying potential problems and delays and taking appropriate action to minimise their impact on the overall project.
- Identify additional funding sources to support the cost of the new building.

- Manage and assess health and safety and other risks associated with the project, and carry out regular risk assessments of all areas and activities under the control of the job
- Oversee the commissioning and fitting-out of the new Civic Centre and plan, implement and manage the efficient re-location and occupation of staff from their existing office and other accommodation.
- Provide high-level strategic advice to the Corporate Management Team (CMT), the Service Improvement Departmental Management Team and other senior member and officer groups on the development of the Civic Centre project.

Communication and Engagement

- Collaborate with the Director of Communication and Consultation Unit:
- to develop a communication and engagement strategy to inform all stakeholders about the development and benefits of the Civic Centre project, build widespread understanding and buy-in to the project and ensure that the benefits of the project are fully realised; and
- to consult with internal and external stakeholders on ways to shape the project to meet their needs and expectations, ensure that it facilitates innovative working practices, supports corporate objectives and service needs and responds to customer expectations.

Leadership and Management

- Communicate and promote the vision, objectives and values of the Civic Centre project team, providing strong and effective leadership, and ensuring they provide integrated and co-ordinated services across the Council
- Plan and manage the project team budget ensuring that it supports delivery of the project and that goods and services are procured within allocated resources.
- Facilitate the development of business planning systems and processes to support the efficiency and effectiveness of the Civic Centre project team.
- Ensure effective systems, processes and working practices are in place, supported by robust business continuity and risk management arrangements, to enable effective service delivery and operational effectiveness.
- Develop and maintain effective relationships with a wide range of partner organisations including local, sub-regional, regional and national bodies wherever relevant.

General

- Undertake the duties and responsibilities of the job within the broad remit of Council corporate policies and procedures including customer care and equal opportunities policies and the Council's core management and staff competencies
- Ensure that health and safety is seen as the responsibility of every employee and it is their duty to ensure that tasks are carried out in a manner which is safe and absent from risk to themselves or others.
- The job description is not intended to be an exhaustive list of all the duties and responsibilities that may be required. The jobholder may be expected to carry out such other professional and managerial tasks as are commensurate with the grading and wider duties and responsibilities of the post.

PERSON SPECIFICATION

ASSISTANT DIRECTOR (CIVIC CENTRE PROGRAMME DIRECTOR)

Qualifications

1. RICS, CIOB or equivalent, and evidence of continuous professional development.

Experience

2. A track record of successfully delivering, from initiation to commissioning, comparable major construction projects for public sector organisations, preferably in a client side project manager role
3. Successful project management experience applied within a design and building context.
4. Previous successful experience of procuring design, construction and other goods and services within a public sector environment.
5. Successful experience of managing significant budgets and achieving successful construction outcomes within allocated resources.
6. Evidence of success in developing and delivering innovative and creative solutions to difficult issues, including sustainability and energy-efficiency.
7. Evidence of success in working with senior policy-makers and decision-takers in a range of public, private and not-for-profit organizations.

Knowledge and skills and abilities

8. Familiarity with the requirements of BREEAM.
9. In-depth knowledge of public sector procurement rules and requirements including European and national legislative standards, and a commitment to delivering the project in accordance with the Council's rules and standing orders ensuring probity and regulatory compliance..
10. Understanding of the local government business, its key roles, and the challenges it faces in ensuring delivery of high quality services.
11. High level influencing, negotiating and conflict-resolution skills capable of delivering functional or organisational goals.
12. A proven ability to analyse and interpret complex written and financial information.
13. Personal tact and resilience to deal with strict deadlines, budget constraints and a challenging delivery environment.

