

**LONDON BOROUGH OF MERTON**  
**JOB DESCRIPTION**

<b>POST TITLE:</b>	<b>Assistant Director - Community &amp; Housing Strategy and Improvement</b>
<b>Grade:</b>	MG5
<b>Department:</b>	Community & Housing
<b>Location:</b>	Civic Centre, Morden
<b>Responsible to:</b>	Director, Community & Housing
<b>Responsible for:</b>	Community & Housing Strategy Improvement and Delivery
<b>Post number:</b>	<b>Date: April 2019</b>

**MAIN PURPOSE**

1. As a member of the Community & Housing Directorate Senior Management Team the role manages the delivery of practice, cultural and service improvement change across the directorate. It provides strong leadership and effective management to a portfolio of cross-functional projects and work streams and their associated strategic interdependencies to achieve better outcomes for residents.
2. The post holder will work with the Senior Management Team to provide effective leadership and programme management to deliver the implementation of the Community & Housing Department Strategy, Improvement and Delivery Programme of work.
3. The post-holder will be responsible for the design and delivery of programme structures, work streams and projects that provide the Directorate with the identified change requirements and delivery of the planned medium term financial savings.
4. To give leadership to partnership working, so that services where possible can be delivered with partners in a way which offer a customer centred approach and value for money. This will especially be with the NHS and will include agreement where necessary about shared resources such as the Better Care Fund and existing pooled budgets.
5. To ensure that service delivery and resources are aligned for Community and Housing. This will include active input into the Medium Term Financial Strategy, forecasting budget demands and planning savings, and ensuring in-year delivery. The role will directly manage the Programme team and Senior Responsible Officers and be accountable for the Programme Resource.
6. The post holder will deputise for the Director of Community & Housing when required and provide regular reports to CMT, LSG, Cabinet and Council as required.

7. To be a member of the Council's overall senior leadership team across departments, ensuring that cross council working happens where necessary and taking on relevant cross council responsibilities
8. To work actively with elected members, especially the Cabinet member for social care and health, relevant opposition spokespeople, and scrutiny members

## **MAIN DUTIES AND RESPONSIBILITIES**

1. To work with C&H staff, finance staff and a range of partners to develop and manage a Transformation Programme, which will modernise services, scrutinise models of support, improve outcomes and improve value for money for the Council.
2. To support and oversee a range of projects which make up this programme. To ensure that the programme is evidence based and follows best practice. To lead a process of culture and practice change across C&H.
3. To work collaboratively across C&H and others parts of LBM to examine areas where improvements can be made. To coordinate and present highlight reports and analysis of the programme through the programme governance and through other existing governance structures for senior officers and Elected Members.
4. Actively consider new and innovative ways of delivering services that provide high quality and good value for money. Research and benchmark to establish most effective delivery methods.
5. Drive the implementation of consistently high quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches.
6. Ensure there is effective integration of related services within and across Directorate and the Council, ensure the contribution of partner and contractor organisations is appropriately harnessed.
7. Identify timely responses to overcome performance issues and take appropriate action where required.
8. As a member of the Directorate senior management team, ensure the timely and effective communication and implementation of all agreed Council policies and processes within the directorate.
9. The post holder will be expected to undertake additional duties or responsibilities consistent with the role as allocated by the Director of Community and Housing.
10. Sign off and contribute to the financial strategies and plans / budgets that support the

effective delivery of strategic priorities. Contribute to directorate budget monitoring and ensure it is effectively controlled within cash limits, driving down spend where appropriate.

11. Hold Senior Responsible Officers and managers to account to provide services that are delivered or procured that represent value for money.
12. Participate in emergency planning and business contingency arrangements as directed by the Director
13. The post holder is expected to work outside of normal office hours, including attendance at evening meetings or committees, for which no additional pay will be given.
14. Promote equality among all staff and ensure that services are delivered in a non-discriminatory way that is inclusive of disadvantaged groups.
15. In discharging the duties of the post have due regard to the provisions of the Health and Safety at Work legislation.
16. Undertake any other work appropriate to the level and general nature of the post's duties.

**LONDON BOROUGH OF MERTON  
Community & Housing  
PERSON SPECIFICATION**

**POST TITLE: Assistant Director - Community & Housing Strategy and Improvement**

**Grade: MG5**

**Date: April 2019**

**Qualifications and Education**

1. Educated to a higher level (degree level qualification or equivalent) or relevant experience
2. Evidence of continuing professional and/or technical development.
3. Relevant professional qualifications and training specific to transformational change and programme management
4. A proven track record of achieving and managing cultural and organisational change and of leading improvement across adult social care services and Housing.
5. A record of innovative achievements in partnership and joint working with partners and stakeholders, preferably including with NHS partners
6. Experience of managing a large, diverse and complex workforce. Ability to motivate and develop staff to achieve good performance
7. Sound financial management experience with the ability to analyse services in terms of their unit costs, value for money and market context.

## **Skills**

1. Outcomes focused and solution-oriented
2. Excellence programme management skills
3. Exhibits confidence and leadership, engages emotionally and can show evidence of influencing key stakeholders externally and internally
4. Is an authentic and inspiring leader, able to build inclusive and high-performing teams
5. Delivers excellent service to colleagues and clients
6. Excellent planning and organisational skills with the ability to set and monitor priorities for oneself and the service
7. Resilience and ability to cope within a challenging environment
8. Applies judgement in managing risk, supporting their senior leadership to deliver on commitments to savings
9. Can lead in ambiguous situations, demonstrates resilience, readily adapts to change and exhibits personal growth

## **Knowledge and Experience**

1. Substantial senior management experience within a complex, multi-agency service system, including experience of extensive service change
2. Sound knowledge of effective programme management methodologies and change implementation
3. Managing different organisational cultures in Health and social care including working across professional groups
4. Experience of leading involvement of service users and carers in service delivery
5. Evidenced excellent influencing and negotiation skills to drive and manage change within teams and deliver strategic priorities
6. Evidenced innovative and imaginative approach and the ability to identify new and credible options for service development
7. Proven experience of practice and culture development, applying strong analytical skills and lateral thinking to develop service plans and solutions
8. Proven stakeholder management and engagement skills, combined with evidence of political awareness and sensitivity to stakeholder needs and priorities

9. Excellent interpersonal skills with the ability to establish positive working relationships with staff at all levels, corporate colleagues, external organisations etc to generate confidence, trust and respect
10. Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
11. Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver. Leading and delivering successful organisational and cultural change programmes.
12. Experience of budget management and budget reprofiling