



**Report for: Chief Officers'
Employment Panel**

Date of Meeting:	31 st August 2023
Subject:	Restructuring of Corporate Resources and Transformation Senior Management posts.
Responsible Officer:	Alex Dewsnap, Managing Director
Exempt:	No apart from Appendix 3
Wards affected:	All
Enclosures:	List all documents attached which include information relevant to the report Appendix 1 – Service Structure Appendix 2 – Role Profiles Appendix 3 (Exempt)

Section 1 – Summary and Recommendations

This report sets out a proposal for a permanent senior management structure for the Corporate Resources and Transformation Directorate following consultation with the senior management team and Trade Unions.

Recommendations:

It is recommended that:

1. The posts and remuneration packages for the posts of the Assistant Director Digital, Data and Customer Experience and Assistant Director Corporate Strategy all at D1 grade (£91,353 - £107,309) be approved;
2. It be noted that the roles of Head of Change and Flexible Futures (D1) and the Director of Strategy and Partnerships D2 will be deleted; and
3. The post of Assistant Director, Digital, Data and Customer Experience is to be paid £6,047 to undertake additional duties leading the Digital Transformation Programme for the Council.

Section 2 – Report

Background

Corporate Resources and Transformation is a key enabling Directorate which is headed by the Director of Corporate Resources and Transformation. The Directorate has five areas of the business under its leadership: Human resources, IT, Strategy and Partnerships, Customer Services and Business Support and Change and Flexible Futures. As the Director of Corporate Resources and Transformation has been recently appointed Managing Director role, these remits will remain with the Managing Director for the interim period.

ICT:

The ICT division runs the Council's core IT capability and is an in-house service (having been outsourced for many years and been brought back into the Council in November 2020).

Human resources:

The HR&OD function supports the Council on Employee Relations, Recruitment and Resourcing, Payroll, Health and Safety and Organisational Development.

Strategy and Partnerships:

The Strategy and Partnerships Division supports the Council through Policy development, Business Intelligence, Community Cohesion (including refugee support), Communications and Emergency Planning.

Customer Services and Business Support:

The Customer Services and Business Support Division supports the Council through the delivery of Access Harrow and the wider Customer Experience strategy, Business Support, Digital Services and Careline.

Change and Flexible Futures:

The Change and Flexible Futures team supported the Council's last Modernisation programme and the move into the Harrow Council Hub. The Programme Management Office is also part of this team.

Rationale for change

The Council is reviewing staffing levels which has prompted a review of the Corporate Resources and Transformation Directorate in order to deliver a 10% saving against management grades and a 5% saving against G-grades. This proposal supports part of the 10% management saving by firming up the senior management of the Corporate Resources and Transformation Directorate.

The Corporate Resources and Transformation Directorate senior management team currently has six members consisting of Director, Head of Customer Service and Business Support, Head of Change and Flexible Futures, Director of ICT, Director of HR and Interim Assistant Director of Strategy & Partnership (where the permanent role is titled Director of Strategy and Partnerships).

The Head of Change and Flexible futures role is a Fixed Term contract project-based role due to end 31st August 2023. This role was designed to support the delivery of the Flexible Futures programme (which ended in 2022 as well as the Modernisation Programme which ended in March 2023).

The Medium-Term Financial Strategy Savings identified a need to review our structures and where operationally possible find savings at MG + grades. A review of the Corporate Resources and Transformation operating model identified the opportunity to further streamline our services to create efficiency. A key strategic opportunity for the second phase of the restructure will be the development of the Council's approach to integrated Applications and Digital transformation. The development of a Digital Strategy is a Corporate Improvement Project so this can drive further efficiencies in the next iteration of the transformation that the Council embarks upon, as we consider the three strands of technology, data and how this can support decision making closer to the front line.

The target for the delivery of 10% management savings in the Directorate is £562k. The Resources senior management changes will initially support a saving of £111k with the deletion of the role of Head of Change and Flexible Futures and the further changes following this will then deliver the remaining £451k.

The above is collectively Phase 1 of a broader two-phase process. The second phase will deliver the remainder of the 10% savings target creating a permanent tier 1-3 structure, and the 5% G-grade saving which will deliver a further saving of £435k, therefore totalling £997k which are the MTFS savings for the Redesign of the Resources Directorate

The role of Assistant Director of Digital, Data and Customer Experience will be appointed through assimilation following the HR Change Management policy.

The role of Assistant Director of Corporate Strategy will be appointed through a competitive internal recruitment process.

An additional payment of £6,000 is recommended for the Assistant Director of Digital, Data and Customer Experience, based upon the Transformation role of the Director of Corporate Resources and Transformation needing to be delivered whilst the role is left vacant (following the role holder taking on the Managing Director role). Given the savings the Council needs to establish proposals for in 2025/26 and 2026/27 capacity is required to lead the development of a programme of change to support the delivery of a balanced budget over the medium term.

The additional duties to be carried out is as listed below:

- Has responsibility for digital Transformation in collaboration with the Director of IT.
- Collaborate closely with executive leadership, business units, and IT teams to align digital strategies with organisational goals, enhance customer experiences, and drive operational efficiencies.
- Develop and implement a comprehensive digital transformation strategy and roadmap that aligns with the organisation's vision and goals.
- Lead and manage cross-functional teams to execute digital transformation initiatives, ensuring successful project delivery within defined timelines and budgets.
- Stay updated on emerging technologies, industry trends, and best practices related to digital transformation, and provide strategic recommendations to senior management. Collaborate with business units to identify opportunities for digital innovation and process improvement, leveraging technology to drive business growth and enhance operational efficiency.
- Foster a culture of digital transformation and innovation within the organisation, encouraging experimentation, learning, and continuous improvement. Partner with executive leadership to establish key performance indicators (KPIs) and metrics to measure the effectiveness and impact of digital initiatives.

Established structure before restructure.

The established senior management structure prior to the restructure was:

- Corporate Director Resources and Transformation
- Director Strategy and Partnership
- Director IT
- Director HR & OD
- Head of Change and Flexible Futures
- Head of Customer Services and Business Support

Legal Implications

The Chief Officers' Employment Panel has delegated powers to:

- Approve remuneration packages of £100,000 or over for any Council post; and
- To appoint Chief Officers.

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for a Council Post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstance, employees may be appointed at a higher point within the evaluated grade. The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

Financial Implications

There is an MTFS saving associated with the Redesign of the Resources Directorate totalling £997k over a 3 year period (£481k in 2023/24, £408k in 2024/25 and £108k in 2025/26). The Resources senior management changes in this report will initially support a saving of £111k with the deletion of the role of Head of Change and Flexible Futures.

This above is Phase 1 of a broader two-phase process. The second phase will deliver the remainder of the 10% savings target creating a permanent tier 1-3 structure as well as the 5% G-grade saving which in total will deliver a further saving of £886k to arrive at the intended savings in the MTFS of £997k.

The additional payment for the Assistant Director of Digital, Data and Customer Experience from the top of D1 to the first scale point of D2 (the role holder has received an additional payment from D1 to D2 since 1st November 2022) is expected to be on a 7-month basis at this stage until the end of the financial year (31st March 2024), and will equate to £6,047 (based on full on costs between top of D1 and second scale point of D2). This cost will be met from savings from the current vacancy of the Director of Corporate Resources and Transformation post.

The one-off redundancy and pension strain cost associated with the deletion of the role of the Head of Change and Flexible Futures will be funded from the Corporate MTFS Implementation Reserve.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

If the COEP do not agree to the appointment of Assistant Director posts, then there is a high risk to the Council that the strategic leadership and drive to deliver key expectations, will remain at high risk of failure under continuing interim and temporary arrangements.

The following risks should be taken into account when considering the recommendations in this report:

Risk Description	Mitigations	RAG Status
Insufficient capacity in the Resources Directorate to deliver Council priorities and objectives	These changes provide capacity to deliver priorities.	Green
Proposals deliver MTFS savings	The proposals forms phase one of delivering a required £997k of MTFS savings.	Green

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **Yes**

There are no impacts on protected characteristics from this reorganisation.

As part of the formal process an EqIA has been prepared, but as there is only one directly affected employee, the identifiability of the affected employee would be exposed if this information was to be shared. Given the sensitivity of the personal information captured as part of the EqIA process, it is not appropriate for this information to be shared in this particular context.

Council Priorities

Please identify how the decision sought delivers this priority.

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed by the Chief Financial Officer

Date: 30/08/2023

Statutory Officer: Jessica Farmer

Signed by the Monitoring Officer

Date: 30/08/2023

Chief Officer: Alex Dewsnap

Signed by the Managing Director

Date: 29/08/2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Akhil Wilson, Head of Resourcing

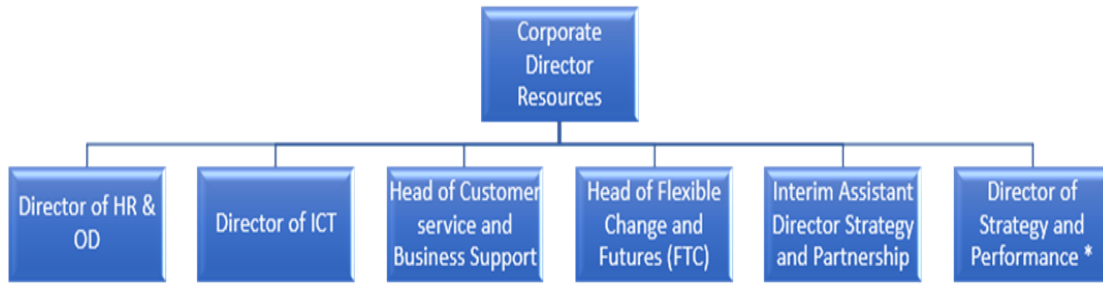
Background Papers: None

If appropriate, does the report include the following considerations?

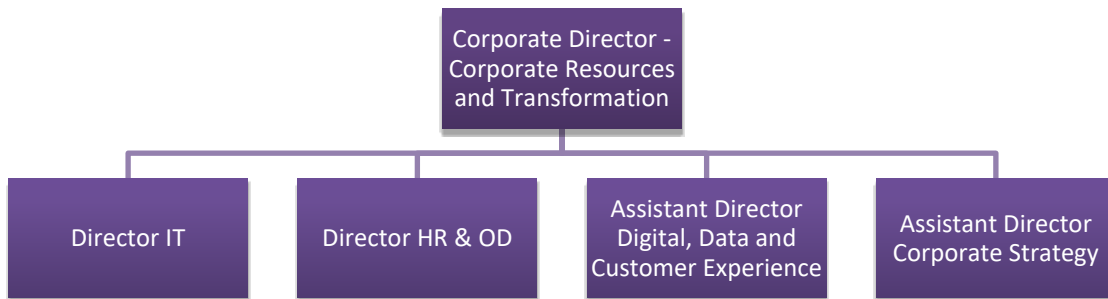
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|-----------------|-----|
| 1. Consultation | YES |
| 2. Priorities | YES |

Appendix 1 – Service Structure

- Current structure



- Proposed structure



Appendix 2 – Role profiles

Job Role - Assistant Director Corporate Strategy

Job Title	Assistant Director for Corporate Strategy
Pay Grade	D1
Directorate	Resources
Division	Strategy and Partnerships
Reports to	Director of Corporate Resources and Transformation
Location	Dependant on the Line Manager
Role Purpose	
<p>This post is responsible for coordinating and leading general strategy development, partnership, communication, performance and scrutiny, and commissioning activities that reach across the council and Borough. The post also directly supports the Director and Managing Director on wider policy matters, strategic cross-cutting issues and the interface to the London Local Authority partnerships.</p> <p>The post holder manages the Corporate Strategy division in line with the corporate priorities laid out in the Corporate Plan, associated plans and strategies and departmental service plans.</p> <p>The post holder is the principal advisor to the Managing Director, Director of Corporate Resources and Transformation and the Corporate Leadership Team on strategy, partnerships and strategic commissioning as well as being their (and members') advisor on Equality, Diversity and Inclusion (EDI), Community Safety & Cohesion, and Violence, Vulnerability and Exploitation. On partnerships, the post is responsible for the general direction and effectiveness of the Council's partnerships with specific responsibility for the Voluntary and Community sector.</p>	
2 DIMENSIONS	
Budget - Responsible for the effective management of:	
<ul style="list-style-type: none">• A total revenue budget in the order of £1.5m,• Circa £4m controllable, including up to a £1m of external income i.e. the London Crime Prevention Fund and refugee programme monies (circa £2m)• Direct influence of spend across the Council through the strategies and plans for which the role has oversight and accountability.	
Staff - Responsible for:	
<ul style="list-style-type: none">• Direct Reports - Currently 5• Overall Staff Numbers – Approx. 30	
Other relevant dimensions	
<p>The post holder is the Council's key lead for external relationships with Harrow Strategic Partners at the highest levels. The postholder also has relationships with DHLUC and Home Office regarding Harrow programme delivery.</p>	

Job Context (Key outputs of team/role)

Lead and direct the strategic and general management of the following services and functions on behalf of the council:

- Strategy development
- Strategic partnership development
- Strategic commissioning framework
- Communications
- Equality, Diversity and Inclusion
- Domestic and Sexual Violence
- Community Cohesion, Prevent and Channel arrangements
- Syrian, Afghan and Ukrainian Refugee Programmes
- Strategic relationship with the Voluntary and Community Sector, including infrastructure support to deliver external income for the sector
- Community Engagement and Consultation
- Scrutiny
- Emergency Planning and Business Continuity
- Healthwatch and advocacy services
- One Public Estate for the Council

Lead and direct the effective development and implementation of the following key strategies on behalf of the Council:

- Corporate Plan
- Communications Plan
- Community Safety Strategy
- Domestic and Sexual Violence Strategy
- Prevent Strategy
- Voluntary and Community Sector Strategy
- Scrutiny Work Plan
- Equality Plans
- Harrow Information and Advice Strategy
- Council Emergency Plan
- Council Business Continuity Plan
- Corporate Commissioning framework
- Strategic Partnership Approach

To act as lead officer and directly advise relevant Chief Officers, council committees and panels including Cabinet and Scrutiny sub committees and council members on other strategic policies and practices relating to the Division and the Council.

Generic Duties

- Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
- Ensure compliance with your responsibilities as laid out in the council's health and safety

policy and take an active role in promoting a positive health and safety culture.

- Promote and participate in the council's investors in people (IiP) (or similar) and appraisal initiatives.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- Lead and manage the Division so that services provided are responsive to customer

requirements, accessible to all areas of the Council and community, and provide value for money.

- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
- Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision.
- Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
- Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives.
- Resolve the most complex issues within the professional areas overseen and managed so that they are resolved effectively and precedents are set for the resolution of similar issues.
- Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
- Develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- Prepare monitor and control Divisional budgets to ensure that income/expenditure is in line with agreed plans.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives
- Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time.
- Support the operation of local and general elections when requested by the Returning Officer.
- Be a member of the Resources' Directorate Management team

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Main Duties / Accountabilities

1. Lead the development, implementation and monitoring of the Council's vision and corporate priorities, ensuring that clear processes and practices provide the political groups with briefings and support where appropriate.
2. Provide direction, guidance and support to the Council, contributing to innovations on a Council-wide basis and leading organisational change.
3. Develop and manage the strategic partnership relations working closely with the Managing Director and other members of the Corporate Strategic Board
4. Develop and coordinate the strategic commissioning framework working closely with commissioners across the council to ensure their activity is effectively harmonised.
5. Ensure that the Council's vision for the future is supported by robust medium and short term business planning processes which links all key performance data including service planning, financial and performance data.
6. Identify and deliver solutions to problems across the Council and partnerships in order to deliver resident focused solutions.
7. Manage the Council's Communications Services.
8. Coordinate and oversee internal communications, media relations and marketing campaigns and produce Council wide publications including the Harrow People magazine
9. Promote a positive image of Harrow externally and represent the Council, where required, at local, regional and national events, meetings and working parties. Develop constructive working relationships with nominated officials from the LGA, London Councils, Government Departments and Council strategic partners.
10. Lead on the external and service improvement elements of the Equality, Diversity and Inclusion agenda for the Council.
11. Act as the Council's Scrutiny Officer, and coordinate processes for carrying out the Council's Scrutiny role.
12. Develop effective working relationships with the Executive, Overview and Scrutiny and ensure that the corporate planning processes fulfil the council's objectives and facilitate the appropriate input from both the Executive and Overview and Scrutiny.
13. Develop a source of intelligence and expertise on the current and emerging national agendas, building relationships with Government departments. Advise the authority and relevant partners on the changes in relevant legislation and appropriate action to address changes required in policy and practice.
14. Provide capacity to the Managing Director and Director in research, policy development and one-off projects as required.
15. Lead community engagement and consultation for the Council, supporting relevant and appropriate consultation in all matters relating to the work of the council with service users, staff, trade unions, voluntary and community organisations, partner and other stakeholders.

16. Lead the implementation of the Council's Prevent agenda, ensuring that the statutory duty upon the Council is effectively delivered with partners.
17. Lead and Manage the Council's relationship with the Voluntary and Community Sector including oversight of the Council's General Information and Advice contract, the community infrastructure organisation contract, advocacy and Healthwatch contracts.
18. Responsibility for the Council's Emergency Planning and Business Continuity Arrangements.
19. Lead the development and support of the statutory Crime and Disorder Reduction Partnership (Safer Harrow) including the development and delivery of the partnership's Community Safety Plan, and develop the strategy and commissioning for Domestic and Sexual Violence.
20. Contribute to the development and implementation of the Council's Information Management Strategy (including responding to Freedom of Information legislation and Data Protection Act).
21. Represent and otherwise deputise for the Managing Director, Leader, Portfolio Holders and Corporate Director of Resources, as required.
22. Coordination of Portfolio Holder Arrangements with Portfolio Holder relevant to this role.

Selection Criteria - Knowledge, Skills and Experience

Knowledge Indicator (Define the knowledge that is essential to the job e.g. particular legislation related to the job)	Essential	Desirable
a. Extensive public sector experience demonstrated by a high level awareness of the national policy context and how it interfaces with the local government policy context.	✓ <input type="checkbox"/>	
b. Understanding of strategy development and commissioning.	✓ <input type="checkbox"/>	
Experience (Specify the range, type and depth of experience required rather than being general or just specifying the number of years and consider relevant unpaid work)		
a. Major organisational change management experience.		✓ <input type="checkbox"/>
b. Responsibility for a complex service/policy area, experience of strategy, policy and performance related work in large complex organisations.	✓ <input type="checkbox"/>	
c. Experience of managing staff.	✓ <input type="checkbox"/>	
d. Financial management and budget planning experience.	✓ <input type="checkbox"/>	
e. Strategic and corporate planning experience.	✓ <input type="checkbox"/>	
f. Development of performance management systems experience and experience using performance management to drive change.	✓ <input type="checkbox"/>	

g. Experiencing of working at a high level with Political leaders		
h. Evidence of substantial cross-Directorate corporate working	✓ <input type="checkbox"/>	
i. Proven ability to interface across the Council at a senior level	✓ <input type="checkbox"/>	
j. Experience of working with Partners to deliver improved outcomes for local people	✓ <input type="checkbox"/>	
k. Experience of developing partnership planning and performance frameworks	✓ <input type="checkbox"/>	
Skills and Abilities (Specify type and level of skills and abilities relevant to the job that can be measured, e.g. accurate recording)		
a. Partnership working across commercial and public sector partners	✓ <input type="checkbox"/>	
b. Influencing skills at a senior management level in an organisation	✓ <input type="checkbox"/>	
c. Analytical Skills in the use of contextual and performance data to inform decision making	✓ <input type="checkbox"/>	
d. Technical skills in the use and sharing of information from management information systems		✓ <input type="checkbox"/>

Qualifications

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
a. Educated to degree level or equivalent or has the equivalent relevant work experience.		✓ <input type="checkbox"/>	
b. Tertiary qualification in a relevant subject area.			✓ <input type="checkbox"/>

Other Requirements

The job involves travel for business purposes.

Manager Signature: Alex Dewsnap	Employee Signature
Job Title: Director of Corporate Resources and Transformation	Job Title
Date: 31st May 2023	Date

Job Title	Assistant Director Digital, Data and Customer Experience		
Pay Grade	D1		
Directorate	Resources	Division	Customer Experience and Digital
Reports to	Managing Director		
Budget (£)	Management of a delegated budget of circa £ £5.5m million, including preparing budget and financial forecasts for presentation to the Corporate Resources and Transformation Management Team, ensuring risks and significant variations are highlighted and appropriate action is taken to improve the position.		

Role Purpose

To lead and have responsibility for the efficient management of Customer Experience, supporting a broad range of service areas, seeking opportunities for modernising the provision of all Council services to meet the needs of the organisation. This includes driving new delivery models (through the application of design thinking and other innovative change techniques) and improving the quality and value of the internal and external customer experience whilst maintaining corporate accountability for all customer contact across the London Borough of Harrow and its development for the future.

Measures of Success

Provide strategic leadership and direction for the Council and its partnerships for delivery of improvements in customer experience, driving digital transformation at a pace, making sure that the customer proposition and direction of travel will meet the future requirements of Harrow residents whilst producing substantial savings and maximising synergies. To lead the improvement and effective use of resources to deliver a first-class customer focused experience.

This includes working in partnership with all directorate business areas, key partners such as the Police, Health and voluntary and community sector (VCS) and customers. To work with elected Members, the Managing Director and all members of the Corporate Leadership Team to drive continuous business transformation to support service improvement across the Council, challenging existing service delivery.

The Customer Experience and Digital Services function will provide customer expertise to the rest of the organisation to enable commissioners and delivery functions to increase the cost efficiency of services provided, while delivering a positive and consistent Harrow Council experience. The post is responsible for driving, leading and ensuring effective and timely development of service provision areas across a range of functions including:

- Access to Council services
- Access Harrow including the One Stop Shop (OSS) and Contact Centre (CC)
- Digital services
- Graphical Information Systems (GIS)
- Local Land & Property Gazetteer (LLPG)
- Community Alarm Service (Harrow Helpline)

- Corporate complaints including Ombudsman
- Customer and Business Service Improvement Projects
- Scanning and Indexing service
- Print Room
- Post Room Reporting to the Director, Business Transformation & Customer Services, the post holder will ensure that the operational services deliver and exceed requirements of the Council and stakeholders.

The post holder is responsible for the development and effective implementation of the following key corporate strategies:

- Customer Experience strategy
- Customer Commitments
- Performance Framework
- Digital Strategy (in partnership with the Director IT)

The post holder will advise all Directorates and Service areas on strategic policies and best practices relating to customer experience and the delivery of digital services.

Tasks / responsibilities

- To lead and have responsibility for the efficient management of Customer Experience and Digital Services, supporting a broad range of service areas, seeking opportunities for modernising the provision of all Council services to meet the needs of the organisation. This includes driving new delivery models (through the application of design thinking and other innovative change techniques) and improving the quality and value of the internal and external customer experience whilst maintaining corporate accountability for all customer contact across the London Borough of Harrow and its development for the future.
 - Responsible for the key management and ensuring a high level of customer experience across all operational customer facing channels (be that phone, face to face or digital) including:
Council Tax , Business Rates ,Housing Benefits ,Council Tax Benefits , Housing Resident Services, Housing Repairs ,Waste & Recycling ,Environmental Health ,School Admissions ,Parking ,Building Control , Planning (including vetting & validation) ,Adult Social Care ,Community Alarms ,Concessionary Travel , Electoral Services ,Registration Services ,Nationality Checking/Citizenship ,Accounts Payable/Receivable Switchboard , Scanning and Indexing service ,Print Room ,Post Room.
- This includes working in partnership with all directorate business areas, key partners such as the Police, Health and voluntary and community sector (VCS) and customers. To work with elected Members, the Managing Director and all members of the Corporate Leadership Team to drive continuous business transformation to support 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.
- To be responsible for the Council's performance framework, ensuring that this runs effectively and efficiently to give Cabinet, Lead Members and the Corporate Leadership

Team oversight of the performance of the Council and enable data and evidence led improvements to be made where required. This includes the performance and data support for Services in Directorates such as Adults, Childrens and Housing.

- To lead the Council's Programme Management Office, ensuring robust governance for corporate improvement projects which are enabled to deliver effectively within the organisation to support resident outcomes.
- To be an active member of the Corporate Resources and Transformation Directorate Management Team and make a strategic management contribution to the Council's performance and culture, providing professional leadership and implementing cross cutting initiatives to effect continuous improvement and to enhance the Council's reputation.
- To provide assistance to the Managing Director and directors in the operational and strategic development of the service and to deputise in own area of responsibility.
- To develop annual service plans for the service and to contribute to longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements. 2. Working with relevant performance teams to identify key areas for improvement and carrying out specific work with managers and teams to improve performance.
- To be responsible for managing programmes and projects within the area of responsibility including the development of project specifications. To develop project plans with targets and time-scales ensuring that these are implemented and regularly updated.
- To take the lead in projects and create effective working relationships with project participants and stakeholders at all levels within and outside the Council to ensure that the critical objectives and timescales are met and that the Divisional Director is kept informed of progress as well as any issues or slippage
- To ensure that the work streams in the directorate link effectively with other related service developments in the Council and that any recommendations arising are responsive to internal and external customer requirements, accessible to all areas of the community and provide value for money.
- To resolve possible conflict areas at a strategic level that may impact on service provision and the successful outcome of the service.
- To present information/reports to Senior Officers, Council Members, Cabinet and other Council Committees as appropriate.
- To develop the structures and systems necessary to support the delivery of successful outcomes and to map, monitor and manage the key risks relating to improved service delivery.

- To explore and develop any opportunities for commercialisation of in-scope services developing income streams where possible.
- To drive a change in the corporate management of customer experience ensuring that both internal and external customers are the focal point of the organisational culture and management.
- To further develop and integrate customer service commitments across the Council and the effective performance management of the Council's complaints systems. Investigate and adjudicate on stage 2/3 complaints from across the Council and liaise with the Local Government Ombudsman as appropriate.
- To lead the integration and automation of customer and business centred service delivery through the effective management of 'front and back' office changes.
- Deliver continuous improvement and strive to place relevant service performance indicators in the top quartile.
- To drive through year on year corporate efficiencies and to improve channel shift to ensure value for money.
- Provide visionary leadership to employees to create a strong performance culture, role modelling leadership behaviours and ensure the delivery of excellent services which become a benchmark for other authorities.
- Develop and maintain effective relationships with senior officers, members and key stakeholders.
- Be responsible for the core accountabilities of your function for:
 - o Strategic leadership and people management.
 - o Financial management.
 - o Change management.
- Accountable for Access Harrow and accountable for a tailored service for Member enquiries ensuring a high quality customer delivery which meets the needs of the organisation, future developments and operating options.
- Accountable for a customer experience strategy for supporting delivery of community resilience, building capacity and ensuring delivery meets standards. Service Specific Duties/ Accountabilities.
- Accountable for the customer service across Harrow and enhancing the services reputation through achievement of nationally recognised quality measures and awards for customer service as well as identifying opportunities to migrate more into the Customer Service Centre and other channels enhancing delivery, cost saving and achieving better customer experience.

- Accountable for developing and using operational customer insight effectively in order to drive improvement in customer services.
- Acting as head of profession, leading on fulfilling the Council's statutory obligations, with regard to services such as Helpline.
- Develop and maintain strong partnerships with key community leaders to ensure Harrow's activities respond effectively to the needs of Harrow residents resulting in innovative solutions to meet customer requirements across partnerships.

Selection Criteria

Qualifications, Knowledge and Experience, Skills and Behaviours

Role requirements	Essential	Desirable
Experience of significant improvement in the levels of customer satisfaction through direct customer management.	✓	
Proven track record of delivering value for money and cost optimisation from proactive customer service management	✓	
Experience in developing and delivering strategies, knowledge and awareness in customer access	✓	
Proven track record of involvement in customer and business services management within a large, complex organisation in the public or private sector.	✓	
Demonstrable commitment to equality and diversity issues in both service provision and employment practices.	✓	
Demonstrable achievement in successfully managing budgets in a demanding public arena	✓	
Track record of leadership and development of high performing teams. Including the handling of HR/performance issues	✓	
Experience of strategic planning and service delivery within a large, complex organisation in the public or private sector with demonstrable and proven record of achievement in same.	✓	
Experience of developing and implementing planning, commissioning and performance frameworks in a multidisciplinary and partnership environment.	✓	
Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.	✓	
Significant experience in the achievement in the development and delivery of leading edge channel management and digital change.	✓	

Significant experience of working within a digital media environment.	✓	
Significant experience of working with the community to facilitate delivery of outcomes as part of a customer focused organisation.	✓	
Significant experience of leading and managing large scale change programmes within a large, complex organisation in the public or private sector.	✓	
Experience of working with strategic partners/outsourcing/joint venture and business process re- engineering		✓
Ability to write formal reports on complex subjects in a manner that is clearly understood by a wide range of people.	✓	
History of strong decision making & taking responsibility for outcomes Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders, developing a positive personal and organisational profile and building partnerships	✓	
Track record of leading transformational change in a complex organisational environment.	✓	
High level written and oral communication skills.	✓	
High level of numeric and statistical analytical skills.	✓	
Highly developed communication skills including advocacy, dispute resolution and negotiation.	✓	

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Qualifications			
Role Requirements.	Job specific examples	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Relevant post-graduate qualification or equivalent by experience			✓
Extensive specialist knowledge and understanding of concepts and principles regarding effective customer and business services within a large, complex organisation in the public or private sector, including the ability to assess the strengths and weaknesses of different models and methods		✓	
Strong knowledge of relevant technology applications		✓	
Understanding of customer demand management, channel management and customer segmentation.		✓	

Up-to-date knowledge and understanding of key legislative and policy frameworks		✓	
A good understanding of the potential for information technology to improve two-way interactions with the public		✓	
Evidence of continuing professional and managerial development including, preferably, a management qualification.		✓	

Other Requirements

Behave in accordance with Harrow’s values and behaviours, by inspiring a common sense of purpose and direction across Harrow Council and by being definitive about the contribution that you and your team need to make to support Harrow in the successful delivery of outcomes for the community.

Be decisive in applying commercial judgment to make decisions that will deliver cost efficient and effective results for Harrow and outcomes for the broader community.

Be accountable by visibly displaying your commitment to cross organisational success and in accepting full responsibility for the contributions of you and your team to this success.

Be innovative by giving freedom to others to improve the performance of Harrow by challenging the status quo and providing enough scope for individuals to experiment with new or innovative solutions.

Engender trust by building a strong and capable team, confidently setting the direction, clearly articulating the measures of success and then trusting your team to deliver.

Recognise by genuinely valuing the contribution of others and using formal and informal methods to encourage their unique contributions and recognise their achievements.

Influence by respectfully taking into account the views of others in effectively representing the position of Harrow in the establishment of commercial partnerships that deliver the best outcomes for the wider Harrow community.

Be astute by demonstrating an ability to understand and respond to the complex, evolving political, economic and social environment within which Harrow operates.

Demonstrate self-Awareness by being aware of how your behaviour, personality and operating style impacts on others and using this awareness to find the best way to work with and lead others.

Impact by leveraging a natural leadership style to inspire others to work with you and to promote a culture at Harrow that encourages achievement and regularly celebrates growth and success.

To undertake role in line with the Council Management and Leadership Competency framework.

Manager Signature: Alex Dewsnap	Employee Signature
Job Title- Managing Director	Job Title- Assistant Director of Customer Experience and Digital
Date 22 nd June 2023	Date