



**LONDON BOROUGH OF MERTON**  
**CORPORATE SERVICES DEPARTMENT**  
**JOB DESCRIPTION**

**POST TITLE:** Assistant Director Customers, Policy & Improvement

**Grade:** MG4

**DIVISION/SECTION:** Corporate Services

**Location:** Various offices according to the needs of the service

**Responsible to:** Director of Corporate Services

**Responsible for:** Customer Contact  
Continuous Improvement  
Programme Office  
Business Planning  
Corporate Strategy & Policy Development  
Corporate Performance Management  
Risk Management  
Strategic Partnerships and 3<sup>rd</sup> Sector  
Change Management  
Registrars  
Complaints  
Website  
Communications and marketing

c. 60 FTE plus temporary staff for projects/programmes as required

**Post number:** TBC

**Date:** October 2018

**MAIN PURPOSE**

- To lead the modernisation, improvement and transformation of the Council's business, including the development of business process re-

engineering, lean and other efficiency projects, and commercial improvement advice and assistance to managers across the authority.

- To oversee the Programme Office co-ordination of the council's corporate change projects and programmes.
- To lead on the development and maintenance of corporate strategies, policies, and procedures for and business improvement, project and programme management.
- To be a member of the Corporate Services Management Team and participate in the overall management of the Corporate Services Department.
- To lead the development of strategy and policy for approval by Members of the Council
- To provide corporate performance management information.
- To lead the corporate internal and external corporate communications service, including media management and marketing..
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## **MAIN DUTIES AND RESPONSIBILITIES**

### **Professional**

- To provide advice to the Council, the Cabinet, Scrutiny Panels, members of the Council, the Chief Executive, the Corporate Management Team (CMT) and managers across the authority on policy, performance and risk management issues business improvement, project and programme management and communications.
- To interpret the policies, strategies, business plans and programmes of the Council, and propose areas in which business improvement services might be developed cost effectively to support these policies, strategies, business plans and programmes.
- To keep abreast of developments in the field of, policy, business improvement, lean and efficiency, programme and project management and communications, and in modern approaches to the management of performance and risk; and make proposals to ensure that these support services operate in accordance with modern good practice.
- To champion the modernisation, transformation and improvement of the Council's business including lean, efficiency, commercial management, outsourcing, insourcing, shared services, etc.
- To progress the modernisation and transformation of the Council's business, including efficiency, outsourcing, shared services, etc.

### **Managerial**

- To lead and manage the Business Improvement Division in accordance with Council policies and procedures, legislative and regulatory requirements, covering the provision of quality, cost effective, and

customer focussed services as listed above, and to review these services regularly to ensure that they continue to improve and meet the changing needs of the Council, its elected members, managers, staff partners and external customers.

- To develop, implement and maintain service level agreements for services provided to other departments, in close consultation with these client departments.
- To develop, implement and maintain performance management and quality assurance procedures within the Division.
- To be responsible for the budget of the Division in the region of £6m per annum (plus additional project budgets in the region of £3m); to manage this budget ensuring the appropriate monitoring and financial control procedures are in place.
- To manage the staff of the Division ensuring that recruitment, training, development, appraisal and other management activities are carried out in accordance with Council policy. To ensure that appropriate professional development is undertaken by all staff as necessary.
- To participate in and lead as appropriate, intra and inter departmental working parties and to ensure that such groups receive appropriate contributions from the Division.
- To represent the Director or the Council as appropriate to external bodies such as the Local Authority Association, central government departments, SOCITM, etc.
- To undertake such other duties of a comparable nature elsewhere in the organisation as may be required to facilitate management development and service flexibility.
- Any other duties as requested by the Director.

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**CORPORATE SERVICES DEPARTMENT**  
**PERSON SPECIFICATION**

**POST TITLE:** Assistant Director Customers, Policy & Improvement

**Grade:** MG4

**QUALIFICATIONS AND EXPERIENCE**

**Professional and post specific requirements**

- Successful experience of managing significant projects and programmes
- Experience of strategy and policy development

**Management requirements**

- Management experience at a senior level within a large complex organisation
- Proven success in the management of change and problem solving
- Experience of budget management
- Experience of staff and performance management
- Evidence of working successfully in partnership with external organisations and stakeholders

**SKILLS AND KNOWLEDGE**

**Professional and post specific requirements**

- Ability to identify and lead the implementation of improvement projects and programmes for a range of council services
- Good grasp of the business principles required to lead business systems development and business improvement
- Highly developed business and commercial acumen and the ability to relate these to the provision of public services
- Understanding of a wide range of techniques for business analysis, improvement, transformation, modernisation, lean, efficiency etc and the ability to apply them successfully within local government
- Understanding of the techniques of project and programme management and the ability to apply them in a complex, multifunctional and political

environment

- Knowledge of local government services and management and how business systems can be used effectively to support these services and management

### **Managerial and personal requirements**

- Ability to develop and implement a service plan, including a workforce plan to meet the needs of the business
- Ability to identify, assess, mitigate and manage business risk
- Excellent interpersonal skills and the ability to work effectively with elected members and colleagues, balancing control requirements with empowering managers and staff
- Ability to influence, persuade and negotiate for the successful delivery of outcomes
- Excellent communication and advocacy skills, both orally and in writing
- Good numeracy and well-developed analytical skills
- Ability to develop, articulate and implement a clear vision for the future of support service provision within LB Merton
- Clear understanding of ways in which the Council's policy of equality in employment and service provision can be reflected in all aspects of work of the division
- Understanding of the Council's vision and mission statement and how they relate to the work of the Division

### **PERSONAL STYLE AND BEHAVIOUR**

Please refer to LB Merton's Model of Leadership Behaviours (attached).