



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Corporate Head of Change and Improvement

Directorate: Corporate and Commercial

Fixed Term/Secondment - 2 years, based in Kingston

Grade M

Context

Why Kingston?

This special place in South West London between the capital and the country has been a Royal Borough longer than anywhere else - it is where the first Kings of England were crowned. Kingston is set to be one of the fastest growing parts of London; and with the arrival of new infrastructure such as Crossrail 2, as well as its award winning Go Cycle scheme is at the forefront of the changing face of our City's transport.

So Kingston is changing with new commercial and residential developments, not just in Kingston Town Centre but in all parts of the Borough; in Surbiton, New Malden, Tolworth and Chessington in the rural south of the Borough. Kingston is a great environment. Kingston itself which has the River, the historic market place and Church, parks and gardens but in all its town centres has something unique to offer.

Kingston's people are well educated, innovative and entrepreneurial; the Borough has been home to great industry and creativity for many years; reflected in assets such as the Rose Theatre, the International Youth Arts Festival, and Kingston University; which boasts the more new graduate business start ups than any other.

The communities of the Borough are in the most part strong, healthy and prosperous. That said, there are people who rely on the Council and other public services to enable them to reach their potential. Like most places, our population is ageing and more people are living longer and so some people need more support to stay independent, safe and well. Kingston is a diverse Borough, not just because of this range of need, but because it is home to people from diverse and interesting cultures and backgrounds. Kingston has a large Sri Lankan Tamil community and is home to more people from Korea than any other part of the UK.



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Our Ambition

Kingston is a successful place because throughout its history it has adapted and changed. It has built on its past by embracing the future. The Council wants to continue that journey and has identified the outcomes it wants to strive for with its communities:

- People achieve wellbeing independence and health lives
- People prosper and reach their full potential
- A safe and resilient community where everyone is welcome and which supports the most vulnerable
- A network of engaged communities where everyone has a voice and does their bit
- A borough that embraces growth and attracts investment for a stronger and more diverse economy
- A borough of choice and opportunity that has broken the mould to increase housing and jobs
- A sustainable borough with a diverse transport network and quality environment for all to enjoy
- A borough with an identify rich in history, heritage and creativity which drives its future

Kingston Council has an ambition to change its relationship with its communities; to be an Enabling Council. To do this it needs to reinvent itself and ensure that all its resources are used to best effect; rather than simply cutting costs and making savings - what might be termed “salami slicing”. To be successful it needs to transform itself into a high performing networked organisation with a highly constructive culture where people truly flourish and reach their full potential. Like most places Kingston has been significantly impacted by the ongoing COVID-19 pandemic but the Council has significantly adapted the way it works, forging new relationships with its communities and partners; and embracing digital tools and ways of working to respond. The Council now has an opportunity to Seize the Moment and Shape the Future and has four thematic transformation areas it is focusing on with a vision to Maximise the Independence of residents, develop Sustainable Communities, become a Leading Council and be an Enterprising Borough.

Our priorities

The Council wants to change its relationship with our communities, our partners and the people we serve. This means:

- Enabling communities to do more for themselves
- Enabling people to be independent and be able to flourish



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- Enabling good growth for businesses and our communities to thrive
- Enabling our staff to take decisions and be free of unnecessary bureaucracy
- Enabling us to use our resources and assets – human, physical and financial – to very best effect
- Enabling through services that are ‘publicly designed, not necessarily publicly delivered’

Our Values

Becoming an enabling council is a key principle that runs through our organisational development and is embedded in everything we do. Underpinning these priorities are the following values:

- Supportive of trying new ideas, with the courage to change direction.
- Transparent and connected in all that we think, say and do.
- Appreciative of each other, recognising and celebrating success.
- Respectful of difference and valuing diversity.

Role purpose

If you join Kingston Council as one of our new Corporate Heads of Service you will play a key role in achieving these ambitions.

The Council is focused on progressing its thinking to deliver the best possible outcomes for its communities. To do this the Council needs Corporate Heads of Service who thrive in a networked organisation and who can work corporately, across complex networks and systems and provide strong operational leadership within a strategic context.

Corporate Heads of Service will have three main areas of focus:

- A corporate leadership focus, working as part of a wider organisational network that supports the council’s ongoing transformation
- A functional focus, with leadership responsibility for services, resources and people
- A locality focus as part of the Council’s Neighbourhoods model.



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This is a strategically important and high profile role working collaboratively with senior leaders and other stakeholders to develop and embed a change and improvement culture across the organisation. The Corporate Head of Change and Improvement will challenge colleagues to think radically, promoting a culture of positive disruption, whilst providing a framework to rapidly test and develop ideas and ensure the delivery of intended benefits. The postholder will bring inspirational leadership, programme and change management best practice, financial and technology awareness to stimulate innovation, drive insight and external learning, and provide effective challenge and delivery support across Council services. The Corporate Head of Change and Improvement will be ambitious for Kingston and work with stakeholders and partners to seek solutions to existing and future challenges. This role reports directly to the Future Workplace Programme Director and is responsible for the Corporate Transformation team and the Business Improvement Team and leadership of the Transformation network working across departmental and organisational boundaries.

Key activities

Leadership

- As a member of the Corporate Leadership Group, plays a key role in the collective leadership of the Council, providing the constructive leadership needed to create the conditions for success and working across organisational boundaries
- Provides effective project and programme leadership to ensure that cross-cutting and service-related projects and programmes achieve desired outcomes
- Provides inspirational and constructive leadership to the Corporate Transformation Team and the Business Improvement Team to ensure high performance within a networked operating model
- Facilitates change and innovation, building a working culture that encourages innovative, smart and collaborative working
- Listens to, and works with colleagues to develop an compelling vision for the service in line with corporate strategy and influences and motivates others to achieve this

Commissioning and Performance Management

- Commissions services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks
- Translates internal and external intelligence in order to continually adapt and improve the service in line with demand
- Manages the performance of the service, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement
- Develops operational plans that align to strategy, ensuring that the resources within the team are used to best effect and impact
- Ensures that the best use is made of the Council's resources to secure the best outcomes for residents within the resources available

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- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required.

Customers, Partners and Community

- Builds strong working partnerships across the public, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way
- Promotes community cohesion and Kingston's commitment to valuing diversity, ensuring the development and implementation of effective social inclusion
- Works in partnership with Members to improve and develop engagement with residents, helping councillors navigate the organisation and signposting them to the right place to resolve issues.

Digital/New Ways of Working

- Continually looks for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible.
- Champions the use of new technologies, particularly Google, to enable modern working practices to thrive.

Delivery

- Works with the political and corporate leadership, advising, developing ideas and providing constructive challenge with support.
- Collaboratively translates the Council's strategic ambitions and priorities into action, with well-defined programmes, projects and plans accompanied with the right capacity, capabilities and resources to deliver better outcomes at pace.
- Develops and nurtures strong, positive relationships with stakeholders, promotes co-design and co-production to ensure engagement in and delivery of change.
- Articulates a clear and compelling vision of change that staff understand and relate to so to play their part in delivering.
- Ensures robust and proportionate PPM and PMO practices are in place across the Council to enable the effective control, monitoring and benefits management that holds people to account for the delivery of better outcomes and Medium Term Financial Strategy (MTFS).
- Leading by example, acts as a role model of the Council's values and leadership behaviours to drive behavioural change in others.
- Provides leadership, coaching and guidance to members of the team, has oversight of the teams work and continually reinforces and role-models an effective and robust programme and project management culture.
- Drives the spread of positive disruption and the development of an accountability culture across the organisation by enabling all staff members to turn ideas into tangible deliverables with evidenced impact.



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Equality and Diversity

- Embeds issues relating to equity, equality and diversity into all aspects of professional and managerial role, including service delivery

Corporate responsibilities

Kingston Council requires Corporate Heads of Service to undertake and support a range of important corporate responsibilities including:

- Data Protection
- Election duties
- Engagement & Collaboration
- Health and Safety
- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation
- Emergency planning and business continuity
 - Participates on an on call rota, acting as the Council's tactical manager and taking over from the Major Incident Team (MIT) Officer, when required. Delivers the strategic objectives set by Council Gold. Coordinates and supports the Major Incident Team and other services responding to the emergency incident. Covers all associated activities required as Council Silver (as outlined in the London Emergency Services Liaison Panel - Major Incident Procedure Manual)
 - Owns and reviews business continuity plans and arrangements for their service areas and participates in business continuity training and exercises

NB. The requirements of this post include attending meetings and other events outside normal hours as expected with a post of this nature and the postholder will need to manage their work life balance flexibly to meet the needs of the role.

The person

In order to successfully deliver the responsibilities of the role, you will need to:

- Understand and demonstrate that you are able to adapt the Council's transformational and leadership approach and contribute to the collective leadership required to continually develop this

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- Have exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others
- Question and challenge conventional thinking, with a continual eye on the bigger picture in terms of the corporate context and external environment
- Display commercial confidence and the financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation
- Be politically astute and able to build high levels of credibility and impact quickly, working within networks to delivering through and with others
- Role model agility and adaptability in mindset and ways of working
- Have significant experience and a proven track record of achievement in leading and managing income focused services and business enabling activities
- Work successfully with elected members, partners and key stakeholders including residents, businesses, communities, partner organisations and other public services
- Have a degree or equivalent professional or management qualification, preferably in a relevant discipline and / or significant experience in organisational leadership and delivering successful transformation programmes.
- Demonstrate commitment to own personal and professional development to meet the changing demands of the role
- Demonstrate a high level of innovation and creativity.

Role specific:

- Be driven, energetic and articulate
- Ability to engage, challenge and collaborate with all stakeholders
- Significant experience of successfully leading large scale/complex transformation in a dynamic environment with financial challenges
- Experience of establishing a new transformation or change function; developing a coherent vision, defining the value proposition and evidencing return on investment
- Have a detailed working knowledge and understanding of programme and project management methodologies
- Deep knowledge of change management and improvement methodologies with subject matter expertise in at least one area
- Ability to think laterally to develop creative solutions to emerging issues and mitigate risks
- Experience of strategically aligning financial resources with people resources, ICT and other assets to ensure strategic objectives are achieved
- Well networked with an established, or developing, public profile



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- Have a coaching and enabling style to support the development of the Corporate Transformation team and network
- Be a positive disruptor, using insight and sector awareness to challenge the status quo and drive up ambition

Our leadership competencies

Leadership

- Inspire a sense of purpose and direction to achieve the successful delivery of outcomes for the Kingston community
- Track record of leading a team, functions, services and programmes of comparable scope, size and complexity
- Ability to demonstrate successful leadership experience and positive outcomes at a senior strategic level within an organisation of similar complexity
- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success

Partnering for Excellence

- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes through public or private sector partnerships
- Ability to apply commercial judgement to make decisions that will deliver cost efficient and effective results for Kingston Council and the Kingston community

Communication and Influencing

- Demonstrate the sensitivities at operating in a political environment, balancing policy with local needs
- Experience of working successfully with elected Members and navigating a complex political landscape at a sub-regional level
- An ability to understand and respond to the complex, evolving economic and social environment within which Kingston Council operates

Putting the Customer First

- Demonstrate a strong commitment to service excellence, customer care and continuous improvement
- Identify and understand the needs of both internal and external customers by providing excellent customer service in all areas of Council business

Being the Best



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- Provide the freedom and support to improve the performance of Kingston by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions