



# London Borough of Hounslow

## Role profile

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<b>Job Title:</b>	<b>Head of Business Design and Improvement</b>	
<b>Post Number(s)</b>	<b>206879</b>	<b>Grade: HMG2</b>
<b>Directorate:</b>	<b>Assistant Chief Executive's</b>	
<b>Service:</b>		
<b>Reports to:</b>	<b>Assistant Director of Programmes and Change</b>	

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### **PURPOSE OF ROLE:**

The Head of Business Design and Improvement will lead Hounslow's strategic approach to service and business design and improvement and manage a portfolio of improvement projects, leading a team that promotes innovation, efficiency and customer focus in service design and delivery across the Council and Hounslow as a whole.

The Head of Business Design and Improvement will create strategies and processes to embed best practice across Hounslow, fostering organisational knowledge that enables employees across the organisation to deliver and improve on our service.

The Head of Business Design and Improvement will lead a team that is deployed on critical programmes and projects across Hounslow, managing a team that systematically delivers improvement to our services. They will work with leadership to understand organisation priorities and deploy your resource to programmes that need it most. They will work in a blended way to create teams that include the skills needed to deliver. This might include individuals involved in digital service design, project management or learning to make sure that programmes are properly resourced for change.

Working closely with the Head of PMO, the Head of Business Design and Improvement will help us shape one approach to programmes and change at Hounslow, connecting the work of our digital resources to create matrix delivery teams that create positive outcomes for our residents, communities and our businesses.

You will be accountable to the Assistant Director of Programmes and Change and will work closely alongside our Corporate Leadership Team and Design Authority to make sure that business improvement is delivered in a connected and consistent way across the organisation.

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## CORE ACCOUNTABILITIES

You will be an ambassador for business improvement at Hounslow, using business improvement tools such as Lean and value stream mapping to deliver change.

You will lead the design and delivery of business improvement across Hounslow, working closely with the Assistant Director for Programmes and Change, to develop tools and techniques for service design and business improvement that demonstrates the impact of the work that we do for our residents, our communities and local businesses.

You will directly manage the Business Improvement team to deliver results for our residents, communities, and businesses, whilst developing their abilities and opportunities for progression at Hounslow. You will develop and deliver a resourcing strategy for the Business Improvement team that makes sure the right resource is deployed to the right projects at the right time.

Taking a 'One Hounslow' approach to creating matrix project teams that deliver results. Work collaboratively with the Head of PMO and the Digital PMO, you will ensure that programmes and projects are delivered in a consistent and measurable way and that projects are resourced appropriately. You will deliver against the team budget, delivering financial efficiency and value for money.

You will provide a point of advice and expertise to all service design and business improvement activities across the organisation, coaching and developing employees involved in business improvement to deliver measurable results in a consistent way.

You will embed new thinking about design and improvement supporting and facilitating problem solving across the organisation and developing the organisation's capability by sharing best practice and knowledge and delivering training where appropriate.

You will support and lead the development of a continuous improvement culture across the ACE directorate.

You will build relationships across Hounslow—from senior executives to project managers. You will adapt and flex your style, being creative and analytical, as the role requires, knowing when to lead and when to listen.

Specifically, you will work in partnership with our digital service design team at Hounslow to ensure skills and capabilities complement each other in the way we do delivery across the organisation to enable positive change.

With the Assistant Director of Programmes and Change, you will lead a corporate One Hounslow approach to business improvement through creating a community of practice with common roles, career paths, development opportunities and business improvement tools and techniques.

You will support work to enable Hounslow to become an even more inclusive employer, putting equality front and centre of our programme delivery.

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**These are the values that drive us:**

**Lead with heart**

We're here for the people of Hounslow. We work together with them and for them with care and compassion, with patience and in partnership. We put ourselves in other's shoes, remembering that every person is different, and every interaction is a real moment in their lives. We always feel first.

**Do new**

We need to do things differently if we're going to help Hounslow people thrive in the future. Hard work is important but it's not enough on its own. We need to challenge ourselves to break new ground, invent new approaches, try new ideas keep moving forward and keep improving. That means being ready to stop doing things we've done before. It means taking on risk and backing each other when we take a leap.

**Pass on the power**

The world keeps on changing and we need to change with it. We won't be able to adapt fast enough to the future needs of our residents if we stick to old fashioned command and control. We need to hand over responsibility and give people more power to make decisions and take action themselves. It's about being transparent and straightforward. It's about providing tools and support. But most of all, it's about being ready to trust each other to do the right thing.

**Harness the mix**

We work together, across disciplines and roles. We talk lots, share our insights, our skills and experience. We're not interested in siloes or defensiveness. We're always open to different approaches, we're flexible and ready to adapt. We break down the barriers between our parts and people to unlock the problem-solving power of our amazing mix of minds.

**Be a rock**

There's lots to do and people need us. It's up to us to take the initiative. To take responsibility. To stand up and be counted. Everyday. It's about

being super focused, effective and efficient. It's about allocating our resources smartly and with good rationale – using data to help guide our decisions. But most of all, it's about having the strength and determination to keep on going through thick and thin.

**The top 5 things about you that are most important:**

- You will know how to deliver business improvement resource from point of need to delivery of project objectives, collaborating across the organisation to create successful change teams.
  - You are an expert communicator. Your ability to engage with complex concepts and issues and communicate these clearly and simply is one of your strengths.
  - You will have considerable experience of managing and leading teams to deliver service improvement and change in a complex environment.
  - You are comfortable with complexity and able to use data and insight to facilitate change.
  - You have deep experience of developing excellent relationships with senior leaders and you can prove that you've developed with them strategic and tactical solutions to people management and development challenges and opportunities.
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