

# Slough Borough Council

## Job Description

Job Description Reference: S&T 3-0

Date: June 2023

Post Pay Level: SML 14

DBS requirement:

### **Job Title: Director of Strategy, Change and Resident Engagement**

**Responsible to: Executive Director**

**Responsible for: Policy, Performance, Programmes, Communications, Customer Services, Libraries**

Responsible for a range of internal and external services, and a member of the Executive Director's Management Team, this post is directly responsible for:

Number of reports:

Direct reports: 4

Indirect reports: c.50

**Total Managed: c.54 Financial Responsibilities:**

Revenue budget of £5m

Ad hoc capital budget expenditure when infrastructure improvements are required

### **Main purpose of Job:**

To lead a number of internal and external facing services with responsibility for 50 staff and combined budgets of £5m. The postholder leads services that affect all of the council's 1,000 staff and all of the borough's 160,000 residents. The postholder has a pivotal role in transforming not only how the council operates but the services it provides to residents.

### **General Accountabilities:**

- **Strategy development**

Help shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement.

- **Corporate leadership**

As a senior leader working as part of a wider leadership team across the council, work together take collective responsibility and drive forward a range of cross-council initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation. Provide corporate leadership

that encourages our staff to recognise their contribution to the strategic objectives the council has set.

- **Service leadership and management**

Lead the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that the service is efficient and locally responsive. Provide inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.

- **Resources / Financial management**

Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's corporate vision and help ensure that the council receives value for money from its expenditure. Drive and/or support the development of outcome-based commissioning models to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities where appropriate.

- **Partners and stakeholders**

Actively engage, communicate and influence within the council, across partners and with the wider local and central government community to champion the council's approach to unified public services. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

- **Business change**

Lead, develop, implement and review change management programmes to deliver continual improvement. Assist the Chief Executive and Executive Directors in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver savings.

- **Compliance**

Ensure that all activities within the service comply with the council's Constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

- **Equality and diversity**

Uphold and promote the aims of the council's equality and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is

embedded in everything, from workforce planning and policy development to service delivery.

### **Specific responsibilities**

1. To develop and lead a complex set of internal and external services, taking accountabilities for all aspects of planning, finance, performance, people, change and risk management within the service. In doing this, the postholder will ensure delivery of the highest quality service that can be provided to customers with the resources available. Services include Corporate Policy and Strategy, Corporate Performance, Programme Management Office, Communications, Customer Services, Libraries.
2. To provide effective leadership to the 50 staff delivering these services to 160,000 residents and 1,000 council staff, identifying and maximizing synergies and opportunities for integration between these services.
3. To contribute to the council's corporate plan and the business plan for the Executive Director's wider department, specifically contributing advice and formulating strategy relating to strategy, policy, communications, performance, programmes, resident engagement and other matters that support the council's recovery and transformation.
4. To instigate, design and deliver transformational change across the services in the postholder's remit, including high profile external services such as Customer Services and Libraries. The postholder will drive a programme of transformation that will redefine these services to support council recovery and make them fit for the future.
5. To instigate, influence and ensure the success of transformational change across the council. As the Director responsible for corporate programmes and performance, the postholder will have oversight of the council's entire recovery and transformation programme, as well as its BAU performance. The postholder will provide strategic advice to senior stakeholders, including the Corporate Leadership Team, on risks, dependencies and opportunities to accelerate recovery and transformation.
6. To lead the development of policies and strategies across the whole council, working with departments to ensure local policies and strategies are complementary to, and form a golden thread with, the council's strategic plan.
7. To regularly deputise for the Executive Director in matters relating to the postholder's remit and the Executive Director's wider portfolio of responsibilities. Duties in this capacity will include regular interactions with the Corporate Leadership Team and Elected Members, providing advice to inform the best possible decision making.
8. To take decisions of significant impact, including financial delegation of up to £100k. Such decisions will be informed by collaboration and engagement with other colleagues and made within the boundaries council's Constitution and financial framework, but the postholder is ultimately accountable for making such decisions.

9. To represent the council and promote its interests in local, regional and national collaboration forums. This will include collaborating with peers in other authorities, NHS organisations, government departments, businesses and local VCFSE sector organisations to develop borough-wide policies and strategies in partnership.
10. To undertake any other duties commensurate with level of responsibility of the post.

### Person Specification- Director of Strategy, Change and Resident Engagement

Specification	Essential / Desirable
<b>Qualifications</b>	
Educated to degree level or equivalent.	E
Professional qualification and full membership of a relevant body such as APPAM, ICS, or equivalent experience.	E
Evidence of continuous professional development which reflects commitment to effective management in a large organisation.	E
<b>Experience</b>	
Substantial leadership and management experience with evidence of successfully leading high performing services in an organisation of comparable size and complexity.	E
Substantial experience of managing high demand, customer facing operational services in a public sector context.	E
Substantial experience of providing strategic leadership across a diverse group of services; the postholder will be able to evidence how they have integrated and transformed services to achieve improved outcomes with constrained resources.	E
A proven track record of successfully managing finance, risk and performance within the context of a demand-led but resource-constrained service.	E
A proven track record of leading transformational change, both within a particular set of services and driving change across an entire organisation.	E
A proven track record of developing and delivering relevant strategies and plans; postholder will be able to evidence the positive outcomes achieved.	E

A proven track record of leading a customer-focused, high-performance culture, including workforce planning, objective setting, performance management, motivating and inspiring a diverse group of staff with different backgrounds and career goals.	E
Experience of working in a political environment such as local or central government.	E
<b>Skills and abilities</b>	
Strategic thinking and planning, able to develop clear strategies at organisation-level to achieve outcomes over a medium-to long-term timeframe, typically up to 5 years.	E
Business planning, able to develop clear business and operational plans for the delivery of a high-quality internal support services to customers.	E
Ambidexterity of leadership style; the postholder will be able to switch seamlessly between managing the pressures of demanding operational services in the present and planning strategically for the future.	E
Excellent written and verbal communication skills, able to translate complex technical concepts into simple, clear insight and advice for a diverse range of audiences.	E
Ability to work collaboratively, working across departmental and organisational boundaries to develop shared solutions to deliver wider borough goals.	E
Excellent negotiation skills and evidence of having successfully applied these internally (in building excellent stakeholder relationships) and externally (in securing value for the council in relationships with third parties).	E
Judgement and proportionality, able to manage competing priorities, quickly identify key factors and direct attention and resources appropriately	E
Excellent problem-solving skills, able to analyse complex scenarios and synthesise multiple strands of work into solutions that can be simply and clearly articulated to senior stakeholders including Members.	E
The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.	E
<b>Knowledge and understanding</b>	
Expert understanding of the challenges and opportunities facing local government	E
Expert understanding of the overarching policy landscape for local	E

government and local public services; able to draw on knowledge and best practice nationally.	
An understanding of, and a personal commitment to, the vision, aims, values and priorities of Slough Borough Council.	E