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| **Role Title** | **Head of Strategy & Design** |
| **Job Family** | **Corporate Development** |
| **Competency Level** | **Senior Manager** |
| **Pay Scale** | **PO11** |
| **Purpose** | |
| To support the AD Strategy, Design and Communities to lead, plan, develop and deliver an expert strategy and design service. To support and enable the development, management and delivery of Council services and key corporate priorities. Lead and manage the teams responsible for service delivery, ensuring consistently high-quality outputs. To ensure the Council maximises service outcomes in relation to cost. | |
| **Generic Accountabilities** | **End Results/ Outcomes** |
| Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered. | The service is delivered to the quality, Council, professional and legislative standards required.  Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.  Corporate strategies are effectively implemented within area of responsibility.  External inspections are managed effectively.  Service delivers excellent customer service. |
| Manage responses to complex professional or politically sensitive issues within the area of responsibility.  Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility. | Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.  Major issues are managed through to a satisfactory conclusion.  Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.  Customer outcomes are clearly understood and specified.  Services / goods are delivered on time, to budget and standards agreed.  Opportunities to improve delivery / capacity of provision are proactively identified and actioned.  Suppliers and supply chains are resilient and adaptable to meet changing needs.  Expected operational efficiencies are realised. |
| Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards. | Service plan and targets for area of responsibility are developed from Council’s overall strategic directives and agreed and communicated within required timeframe.  Strategic and operational input is provided to wider business planning and development.  Progress against objectives is effectively monitored and delivered. |
| Ensure the development and delivery of continuous improvements in all aspects of the service. | Improvements are developed and delivered effectively.  Stakeholder requirements are met. |
| Lead, motivate and develop staff to create and maintain a highly competent and participative workforce. | The team is highly competent, effective, motivated and outcomes focussed.  Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.  Effective team meetings take place to required timescales. |
| Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives. | Resources including, equipment, people, and systems are utilised optimally and efficiently.  Annual budget is planned, developed and delivered. Value for money is maximised.  Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance. |
| Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained. | Safeguarding standards are monitored and maintained in compliance with Council policy.  Appropriate safeguarding training is provided. |
| Implement a risk management programme and advise on issues affecting Council service areas. | Business threatening situations are recognised, planned for and managed or escalated as appropriate.  Systems and governance are in place to and respond promptly to critical events.  Continuous service is provided. |
| Ensure the successful implementation of health and safety legislation, policies and practices. | Risks to staff and others are assessed and managed.  Suitable health and safety instruction and training are provided.  There is a safe working environment. |
| **Job Specific Accountabilities:** |  |
| Supporting the Assistant Director with leading and managing the strategic and operational activities of Strategy and Design teams to deliver good quality and reliable insight, strategy and service design | Design of services and strategy is based on robust and relevant evidence, information, analysis and sound recommendations    The Council is strategically and appropriately positioned at a local, national and regional level through its strategies and policies  Knowledge of officers, members and partners is enhanced and forward planning is enabled  The functions and resources of Strategy and Insight and Service Design are well integrated and aligned, focused on corporate priorities  Communication and advice to members, officers and partners is timely, accurate and insightful    Products are delivered on time and to a high quality, with clearly measurable impacts. |
| To work collaboratively and strategically with Heads of Service within Corporate Development and in departments right across the Council | Heads of Service within Corporate Development and in departments right across the Council  Corporate Development is seen and delivered as one department and its vision is achieved    Corporate Development resources are maximised and aligned to achieving shared outcomes    Challenges, needs and priorities for services across the Council are understood by all staff in Strategy and Design.    Opportunities for collaboration are identified & acted on.    Excellent relationships with peers are developed and maintained. |
| Champion the use of Strategy, Insight & Design across the council | The service is demonstrably leading strategic direction, policy, transforming services and creating innovative models of delivery.    Key stakeholders across the organisation, including elected members and management board, understand, trust and rely on the service.    The ROI of the service can be easily evidenced. |
| Support the Assistant Director in leading the use of Strategy, Insight & Design across a wide range of change programmes & business critical projects | The service is effectively managing Strategy, Insight & Design projects that improve outcomes for residents and staff and improve financial stability.    The service is completing high quality project sprints and working as part of multi-disciplinary teams to deliver impactful and innovative outcomes.    The service is delivering high-quality user research, analysis, creative ideation and prototypes/pilots.    The service has excellent relationships with colleagues across all change & innovation disciplines. |
| Oversee the implementation and delivery of projects, programmes and strategies | High quality outputs are consistently delivered that contribute to key strategic priorities and outcomes  Assurance provided to stakeholders around delivery  Able to effectively respond to tight timescales and changing priorities  Effectively tasking and delegating work, to make best use of the different skillsets within Strategy & Design |
| Support the development of the service, ensuring it leads on future practice within its specialisms | There is demonstrable innovation in the use of Strategy & Design within the organisation.    New tools and methods are explored, tested and developed into practice.    There is an ethos of constant innovation and practice development within the team. |
| Support the Assistant Director in managing the pipeline of Strategy and Design work within the operating model of Corporate Development, ensuring that resources are well-managed and used effectively and that all work is aligned to organisational priorities. | Directors, Programme Managers and Change professionals have clear visible of the team’s resources and pipeline of work.    New projects are clearly scoped and developed to the Council’s Portfolio Management Office standards. |
| Proactively ensure that the work of the service is well communicated both internally and externally at both a senior and operational level. | The service has an external profile and is recognised in the sector as a leader in insight & design |

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| **Nature of Contacts**  Senior managers, directors, members and equivalent level external contacts, key stakeholder’s partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.  Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. |

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| **Procedural Context**  Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.  Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.  Occasionally the post will be expected to work from other locations  Reports to Assistant Director for Strategy, Design and Communities |
| **Key Facts and Figures**  Enable others to understand changes and developments in relevant area and learn new processes / procedures.  Responsible for ensuring contractors / providers deliver to agreed standards.  May manage project teams of both internal staff and external contractors / consultants |

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| **Resourcing**  Budget Responsibilities**:** c.£700k  Supervisory Responsibilities:   * Strategy & Policy Manager * Research & Consultation Manager * Senior Service Design Lead * Lead Business Analyst * Lead Insight Analyst |
| **Knowledge, Skills and Experience**  **Required**     * Experience of leading and managing a team, coaching junior colleagues orsupervising the work of team members. * Expert knowledge and understanding of the national policy context, requirements and future direction for relevant service areas. * Expert knowledge of design and its application in public service provision and policy * Expert knowledge of the major issues facing local government * Experience of developing strategy and policy through consultation with key stakeholders. * Experience of prototyping and piloting within design projects and leading team members through an iterative design process. * Experience of managing a wide range of contractors including research specialists. * Experience of managing multiple high-profile projects and programmes, meeting tight deadlines and adapting effectively to changing priorities * Experience/knowledge of the creation of digital services, including working with developers. * Expert knowledge and understanding of service design and innovation methods with extensive experience of using these to deliver change in complex environments. * Expert knowledge and understanding of business analysis and demonstrable experience of using business analysis techniques within change projects * Expert knowledge and understanding of qualitative research, including research ethics and the broad range of user research methods. * Expert knowledge and understanding of quantitative research methods, including advanced statistical analysis and data visualisation (using a range of tools and techniques, e.g. tableau, power BI and SPSS**)**     **Desirable**   * Experience of leading user research projects with vulnerable people. * Experience of leading insight and service design within a complex and/or public sector environment. |
| **Indicative Qualifications**  Educated to degree standard or equivalent  Relevant professional qualification |
| The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed. |