

Job Description and Person Specification

Strategy and Policy Design Manager

A Lambeth to be proud of



Job Title: Strategy & Policy Design Manager

Department: Communities Governance and Change

Division: Strategy and Impact

Business Unit:

Grade: PO5

Reports to: Senior Strategy and Policy Design Manager

Responsible for: Providing support and guidance to less experienced staff. At times management of National Management Trainees.

Context

Our One Lambeth agenda recognises the need for a significant shift in the way we work – a stronger grip on delivery, promoting shared ownership of our priorities across the council; changes to how we empower and work with our communities; and putting equity and justice at the heart of all we do.

The function of the centre is not just to ensure effective use of budgets and decision-making: our 2030 aspirations place a significant premium on coming together as One Lambeth, being ambitious for our borough and changing how we work with our communities as partners to bring about change. We need to make sure we have capacity and accountability in the system to bring people together to do this important work including:

- Ensure a relentless focus on our Lambeth 2030 aspirations with collective ownership and improved delivery of priorities, driven by a strong centre
- Bring people together across the Council to tackle and make progress against shared priorities, including our commitment to becoming a Borough of Equity & Justice
- Coordinate a more joined up offer to the community around engagement, funding, access to help and support that puts our communities, their experiences and outcomes to the fore of our approach
- Inject challenge into the system, ensuring robust governance and delivering change

Job Purpose

To help develop and implement strategy and policy work across the council. Working with the Chief Executive, Corporate Directors, Directors and other senior staff, as well as the Leader and Cabinet, the post will develop and ensure the delivery and implementation of key policies and strategies in support of Lambeth 2030 and our corporate priorities.

To be the implementation lead for internal policy and strategy development, working with colleagues to ensure effective and collaborative work in support of the Borough Plan and its supporting/enabling strategies and programmes.

To work across our Strategy & Impact division where necessary. This includes ensuring the intelligent and accurate use of data and research, working with the Research and evaluation function, to measure and understand outcomes, inform decision-making and shape and improve

service delivery. It also includes ensuring our strategies are linked to performance monitoring to maximise their impact and our external affairs activity to support the shaping of the council's messaging and campaigns priorities.

Responsibilities

1. To lead the development and execution of strategy and policy, specifically around key projects in the Lambeth 2030 borough plan.
2. To assist in the delivery of council priorities, to help people think and work differently to test how to tackle issues and improve the way the organisation works to help deliver outcomes.
3. To support the delivery of an effective and high-quality strategy and policy capability across the full range of projects and long-term programmes across the organisation.
4. To support the management and co-ordination of the work of the Lambeth Strategic Partnership.
5. Supporting our External Affairs team and activity including development of key messages to influence national policy, drafting of consultation responses, coordination of Lambeth Strategic Partnership delivery groups and engagement with MPs.
6. Provide dedicated support to service areas in priority elements of strategy and policy development, providing the following kinds of resource:
 - Research that is insight based and actionable
 - Early thinking and programme design
 - Facilitation (e.g. vision process, idea generation, testing)
 - 'Critical friend/sounding board'
 - Innovation and service design methodologies (training, support, delivery)
 - Leading and supporting cross-directorate project teams for specific programmes of work

This will also include supporting the development of the wider strategy function in the council, including the strategy and impact team's offer, organisational approaches to strategy development and cross-departmental learning networks.

7. To lead a range of projects and workstreams with high levels of complexity or risk across both Strategy & Impact and the wider organisation.
8. To engage with the political and senior leadership of the organisation, as well as residents and partners as appropriate.
9. Provide a centralised knowledge base of strategy and policy projects within the council and, working with colleagues to understand stakeholder needs and the partnership opportunities of each.
10. To report and respond to safeguarding concerns that may be identified and contribute as appropriate to the investigation of those concerns.

11. To work flexibly in undertaking the duties and responsibilities of this job and participate as required in multi-disciplinary cross-department and cross-organisational groups and task teams. This includes working, where necessary, across Strategy & Impact division supporting linked work in our External Affairs, Performance and Impact and Research and Evaluation teams.
12. Ensure through all your work you are committed to all aspects of inclusion and diversity and take responsibility for tackling racism and promoting good community relations.

PERSON SPECIFICATION

<p>It is essential that in you can meet the following requirements for the role and be able to give evidence or examples of your proven experience in each of the short-listing criteria marked Application (A).</p> <p>You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted.</p> <p>If you are applying under the Disability Confident scheme, you will need to give evidence or examples of your proven experience in the areas marked with "Ticks" (✓) on the person specification when you complete the application form.</p>			Shortlisting Criteria
<i>For link/career graded post, please mark knowledge, experience, and behaviours clearly for each grade.</i>			
Key Knowledge			
	K1	Proven track record of working in partnership with a wide range of teams, organisations and individuals	√A
	K2	Detailed and up to date knowledge and understanding of relevant central and local Government policy and processes for communications, performance or policy.	√A
	K3	Detailed and up to date knowledge of the current challenges and opportunities that exist for local government	√A
Relevant Experience			
	E1	Experience in delivering transformation and design methods in service operation and improved outcomes for local people	√A
	E2	Substantial experience of defining challenges, working with ambiguity and using innovation and future thinking to develop solutions, in partnership with residents and partners.	√A
	E3	Extensive experience of working in highly complex and political environments	√A
	E4	Strong organisational, decision-making and time management skills, with the ability to plan, schedule, and coordinate competing demands effectively.	√A
	E5	Excellent experience of working in teams, including teams with diverse skillsets, where you have achieved strong outcomes	√A

Qualification

	Q1	Relevant professional qualification or equivalent experience	√A
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CORE VALUES AND BEHAVIOURS



- Listen to the views of others and ask for their opinions making sure that everyone in my team inputs into the things that matter.
- Ensure fairness and justice is at the heart of my decision making and support to my team and others.
- Take time to build trust, building the respect of our stakeholders and ensuring as a team we take accountability for doing what we agree to do.
- Develop others and ensure we work as one team for Lambeth, encouraging everyone to play their part.
- Take positive action to ensure everyone in my team has opportunities to learn and grow at work.
- Encourage everyone to be themselves at work and value who they are.
- I am inclusive and actively celebrate diversity, recognising everyone in my team as individuals.

- Treat each member of my team with respect and dignity just as I would want for myself.
- Encourage each member of my team to do their very best work and am available to them to provide support and guidance.
- Personalise my support to each team members and look out for them, lending a hand wherever I can
- Encourage everyone to try and learn from mistakes and use integrity to take action with my team to put things right together
- Work with empathy seeking to understand each and every member of team, their unique perspective and circumstances and ensure everyone is heard
- Take the time to communicate, being honest, open and genuine and taking the time to get to know team members as individuals.
- Show compassion and patience recognising that everyone in the team has unique experience and celebrating the great work they do for Lambeth.
- Look after the health and wellbeing of my



- I encourage and support my team to do the right thing even when it's tough and we communicate our decisions in a timely way.
- I ensure my team and employees take individual and collective accountability for performance and delivery, making sure that they have clear plans and performance objectives.
- I ensure my team plan ahead, getting the basics right and take swift action when problems arise.
- I encourage my team to be risk aware and ensuring that our decisions and actions are informed and understood and communicated to others.
- I provide regular, timely and constructive feedback to my team members on their performance and behaviours and act quickly when performance is not on track.
- I share my learning, knowledge and skills with others through coaching and mentoring and encourage others to do the same.
- I ensure that my team and I put residents, communities, customers and their needs at the centre of everything we do.
- I encourage my team to learn and grow and ask questions to find the information they need to do their jobs.

Accountability behaviours



One Lambeth
CONNECTED BY PURPOSE

Ambition behaviours



One Lambeth
CONNECTED BY PURPOSE

- Am proud of our borough and my team and encourage everyone in the team to aim for the highest possible standards of excellence in everything we do.
- Encourage my team to be flexible and try new things when it's appropriate to do so and tell me what could be improved.
- Promote a one team for Lambeth approach reaching out to our stakeholders to face our challenges together.
- Encourage and support my team to be courageous for our residents and communities and stop at nothing to ensure they have the best possible outcomes.
- I make time for the team to Innovate and look for creative ways to do things better, being curious about possibilities.
- Positively challenge and encourage the team to collaborate and look for solutions together across service and team boundaries.
- Make time for my team to grow and develop taking advantage of opportunities to learn from each other and others. We plan our learning and career growth.