

Corporate Services – Director of Strategy and Design

Leadership Family Summary:

The Leadership family includes those employees whose primary activity is determining the strategic direction of the organisation and leading on the policies, activities and service improvements required to deliver the strategy. Employees in this family have progressed to a level in the organisation that is beyond the top of their original professional discipline. They operate at a directorate, divisional or service level, beyond the level of the specialist or technical team. They are required to think at a conceptual level and to own and implement the corporate strategy.

Tier 2 job summary [common to all Tier 2 jobs]:

These are chief officer jobs accountable for the achievement of designated priorities and outcomes, within agreed resource constraints. This will involve the development and delivery of medium term, outcome focused strategies for groups of services. These jobs contribute to leading the organisation, including specific accountability for designated services, ensuring a responsive, resident focused way of working through our systems and processes. They will ensure that services and activities across the council and with partners are closely integrated and joined up to better achieve outcomes efficiently as well as improve residents' experiences. They reach outside the council to ensure strong partnership working and service integration where appropriate. They support and advise the council on strategic and significant operational matters. They ensure strong achievement and improvement in the delivery of outcomes through effective performance and risk management including in the use of resources. They may ensure that our legal and other duties are fulfilled.

Tier 2 common accountabilities: you have specific responsibility for an area of focus within a designated directorate as well as corporate responsibilities as follows

- Advise the Tier 1 post-holder(s), Council and Members on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities, with a particular focus on the services the post-holder is accountable for / has strong links to.
- Undertake the development of evidence based and innovative strategies that will ensure the achievement of planned outcomes.
- Lead the creation of system conditions, mechanisms and processes to ensure a strong and effective voice for residents and service users in the shaping and improvement of services and strategies.
- Ensure that all systems and processes are designed for residents and service users, have clear purpose and are designed as effective as possible thereby minimising the cost of wasted effort.
- Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective workforce. Ensure the embedding of a digitally focussed, agile way of working with staff embodying the Camden Way.

- Ensure that the work of services is high quality and achieves its objectives, by effective performance and risk management. Including strong financial management both operational and strategic.
- Represent the Council by promoting its image and reputation on a national and London wide stage, helping to influence national and regional policies and strategies in the post-holder's area of focus.
- Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of our services.

Corporate Services

Corporate Services Directorate: summary of directorate purpose

The 'Corporate Services' directorate is responsible for supporting and co-ordinating the development of the organisation's strategic direction and for ensuring the smooth and efficient running of many of our key systems and processes.

Through the provision of professional expertise, it provides the necessary capacity and capability to support the organisation develop and implement policy and support wider innovation and change.

This directorate therefore brings together Digital and Data Services, Participation, Partnerships and Communications, Law, Governance and Procurement, Human Resources and Organisation Development, Finance, Customer Services, and Strategy and Design.

Tier 2: Director of Corporate Strategy and Policy Design

The role will report to the Executive Director for Corporate Services.

Camden holds a powerful vision to create a truly modern Council that delivers for residents and tackles inequality. A Council which at its core is human-centred, focused on relationships, is closer to the community it serves than ever before and is capable of matching the pace and energy of Camden's citizens.

In order to deliver our ambitions as set out in Camden 2025 and to deliver on this vision as a Council we need to be even more intentional about what we do and how we do it. Camden challenges the way it operates in order to ensure it is best able to deliver for residents and communities – striving for innovation, doing things differently for improved outcomes within challenging financial constraints.

The Covid-19 pandemic has further highlighted the inequalities and complexity of need across Camden. One of our key priorities now is to support Camden's renewal and recovery, working with our staff, residents, communities and partners to build a fair and just renewal of Camden, while continuing to protect people's lives and livelihoods.

This role will be critical to supporting the whole organisation, including the administration, to achieve all of this.

First and foremost this role will oversee our corporate strategy, policy and service design. It will support the organisation to develop our future strategy, evolving the Camden 2025 vision in support of the organisation's priorities.

The role will be the lead on organisational policy and service design and development, fully conversant with latest innovations and policy thinking and acting as a disruptive thinker to the organisation to drive change and improvement.

It will inform and support the corporate prioritisation process in a way which will enable the organisation to deliver our goals and objectives,

It will work closely with senior leaders across the organisation to do all of this and will have a critical relationship to other key functions such as digital, organisation design, service re-design and more.

In a federated Strategy model the Directorate Strategy teams will report to the Executive Directors for each directorate and have strong relational links with the Director of Corporate Strategy and Policy Design. The role will work with Directorate Strategy teams to support and build a collective understanding of priorities and guiding principles on Camden's strategy and policy direction.

The role will also play a critical part in shaping and creating better alignment across our key change functions in Camden. Leading reform where necessary and ensuring we have the right resources, in the right place, working on the right things to maximise the ability of an agile corporate centre to drive change on behalf of and with the whole organisation.

Lead the corporate overview of policy work designed to deliver our goals and objectives, ensuring they are effectively managed and resourced; support the development of our prioritisation processes.

The role will ensure the Council is informing and responding effectively to a rapidly changing national and London wide policy and economic landscape.

It will ensure appropriate support to the Scrutiny process in Camden and be the statutory lead Scrutiny officer.

The role will also:

- Provide a strategic contribution to the leadership of the organisation, ensuring the highest standards of management and decision-making
- Maintain and develop good external relations with Government departments, and professional bodies and other local authorities.
- Advise the Council and its Members on all matters relating to these accountabilities as required. Establish a strong working relationship with elected members by including, providing timely, clear, unbiased and informed advice at all times.

Person Specification

- It is essential that the person appointed shares the same core values as the council which can be seen in Camden 2025, including our commitment to residents and public service values and addressing inequalities.
- It is likely that the person appointed will have worked in a policy / strategy senior leadership role in a relevant public sector organisation.
- Should be able to demonstrate experience of significant innovation and the ability to constructively challenge ways of thinking about how services are delivered.
- Must be able to demonstrate significant organisational achievements.

- Must have a detailed understanding of the context of and current issues and challenges in local government.
- Must have worked closely and effectively with politicians and have good political awareness; must be able to forge effective working relationships with politicians and instil confidence.
- Must have a collaborative personal style and highly effective interpersonal skills;
- Be prepared to take tough decisions, to embrace complexity and to have a healthy risk appetite - all based on trust and organisational relationships.
- Must have a coaching / developmental leadership style that fits our empowered organisational culture.
- Must have an evidence based approach to developing strategies and policies; will need to be highly numerate and have highly developed written and presentational skills.
- Must be able to champion the pursuit of equalities and diversity and demonstrate a track record of this. Demonstrable commitment to equality, diversity and inclusivity and the ability to build and develop teams truly representative of the communities they serve.
- Will need to have a personal style that is planful and structured in approach to managing complex, cross cutting work.
- Will need to have the personal adaptability and resilience to thrive in a fast paced, challenging environment where personal responsibility, personal and organisational growth and development are prized.