

## Job description

Job title:	Head of Strategy
Grade:	Grade 17
Job evaluation reference:	BA6083
Job family:	Business, Policy & Administration

### Purpose and impact

The Head of Strategy is responsible for a portfolio of corporate functions focused on supporting the council's political and corporate leadership to deliver the council plan, develop corporate policy, performance and risk frameworks, and ensure that Dorset is strongly positioned nationally. The post holder will play a lead role in shaping and delivering the political priorities of the council, both internally and with our partners. As an exceptional leader, the post holder will:

1. Elevate the strategy and policy functions within the organisation to provide support and challenge to our senior leadership team and political leadership.
2. Drive high performance and organisational culture change to achieve excellent relationships with staff, members, customers and partners, ensuring that the council is delivering cost-effective, high-quality services to residents.
3. Provide proactive expert strategic advice and support to the Senior Leadership Team (SLT) and managers across the council on corporate policy and strategy, including providing senior stakeholders with options and the rationale for strategic courses of action.
4. Lead a team of professionals, supporting the development and implementation of corporate strategy, policy, performance and risk spanning the organisation, cutting across service areas outside of direct responsibility and control to ensure delivery against strategic objectives.
5. Work collaboratively and closely with senior management, elected members and key stakeholders.
6. Support the Corporate Director for Strategy, Performance & Sustainability to deliver the desired culture, strategic ambitions and aims of the council.
7. Working with the Corporate Leadership Team (CLT), provide clear leadership to deliver the council's strategic priorities and meet financial targets, framing the work of CLT to ensure that it delivers against strategic priorities.
8. Provide strategic leadership, direction, operational management and financial control for the strategy, policy, risk and performance areas, including having accountability for the performance and delivery of high-quality strategic objectives and to facilitate management decision-making which will have medium to long-term effects.
9. Lead and manage the strategy service, providing creative ideas and insights and applying functional expertise to support the development of a long term (5 year) programme of improvement and development for the services managed whilst enabling the organisation to keep pace with the wider political and public sector landscape.
10. Help the council to understand the impact of legislative and other changes and identify new and emerging challenges or opportunities.
11. Represent the Corporate Director and Dorset Council, as appropriate.



### Key responsibilities

12. Build a strategy function that is forward thinking and responsive and can implement and deliver the council plan and policy framework, setting clear aims and objectives for the whole council, based on residents needs and the vision of our political leadership.
13. Develop a clear policy framework that ensures that all strategies and plans across the council are developed and implemented to a consistent, high standard and reflect the council's priorities, working across directorates to ensure the council is able to proactively address emerging issues, with a particular focus on business planning, service planning and the council's operating model.
14. Work with key colleagues to develop the council's influence locally, regionally, and nationally with members of parliament and central government departments, local and national key organisations, strategic stakeholders and partners.
15. Contribute to Select Committees inquiries etc, where appropriate.
16. Identify emerging legislation changes / co-ordinate consultation responses on strategy items both locally and nationally.
17. Refreshing and aligning corporate policy to corporate objectives and vision, ensuring that the suite of policies and strategies is up to date.
18. Ensure that timely and informed political decision making is enabled by up-to-date policy advice, founded on best practice guidance and knowledge.
19. To provide advice and support to local strategic partnerships and to advise the Chief Executive, SLT and managers on issues relating to strategic partnership arrangements.
20. Support through leadership using information and intelligence to develop strategy, policy and performance improvement.
21. Develop and maintain a system for policy and political monitoring, map the political landscape and work with SLT to develop a strategic influencing plan.
22. Deliver effective leadership and management of the strategy service, motivating and providing development opportunities for employees to ensure the delivery of current and future service commitments.
23. Keep abreast of developments within local government policy and take an outward looking/horizon scanning approach to policy research and analysis in order to promote, develop and implement innovative policy in line with the council plan, as well as policy and legislative best practice in other local authorities.
24. Develop briefs and policy positions on strategic issues for the organisation.
25. Oversee all team budgets to ensure they are deployed to achieve value for money, are well monitored and controlled and resources allocated accordingly.
26. Plan the development of a performance management and accountability framework, any associated systems, ensuring fit for purpose performance improvement mechanisms are in place within the council.
27. Monitor policy effectiveness through the use of KPIs to ensure achievement of anticipated outcomes and addressing any issues.
28. Lead the development and delivery of corporate performance standards and targets to support the achievement of the council's ambitions, and ensure that a risk management culture is embedded across the organisation.
29. Lead on lobbying activity, working with the relevant officers from across the council.
30. Co-ordinate the development, maintenance and implementation of corporate policies, and ensure that corporate planning is founded on these policies and strategies.



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31. Lead the development of business planning and performance management to ensure translation of corporate goals into actions, measures and outcomes.
32. Leading the liaison with networks and groups at a national level e.g. CCN policy group.
33. Deliver high quality management information across the council as a tool for organisational success.
34. Engage in strategic partnerships and promote and communicate the council's services. Act as an ambassador for the council promoting, both internally and externally, our vision, strategic aims, and values.
35. Identify and deliver the need/opportunity to modify strategic priorities and targets.
36. Provide challenge and evidence-based analysis to support performance improvement to achieve corporate objectives, value for money and better outcomes.
37. Commission research, information and activities to support the council's priorities.
38. Ensure effective processes and channels are in place for feedback from users, communities, partners, and providers. Ensure the effectiveness of service performance in terms of achieving the purpose and outcomes defined in the strategy.
39. Representing the council at external forums, conferences and meetings to build professional networks and influence wider policy agendas.

NB: The duties and responsibilities of this post are not restrictive and the post holder may be required on occasion to undertake other duties. This will not substantially change the nature of the post.

### Supervision and management

40. Reporting to: Corporate Director for Strategy, Performance & Sustainability
41. Responsibility for:
  - Lead, manage and be accountable for all aspects of service delivery and strategic development of the strategy service, including leading the employee groups.
  - Initiate, lead and contribute to corporate developments and initiatives so as to assist the council to achieve its objectives.
  - Ensure the provision and delivery of high quality and cost-effective services.
  - Promote and support radical and innovative ways of achieving council and service aims and objectives through the delivery and review of business plans and strategies.
  - Lead projects as required, ensuring they are managed to the council's standards.
  - Lead cross-council initiatives, with significant matrix management responsibilities.

### Other factors

42. Maintain and improve effective planning, performance and budgetary frameworks, so as to ensure that performance is demonstrably effective against national, regional, and local indicators that objectives are achieved, and that high standards of probity are met.
43. Ensure that health and safety policies and procedures are effectively implemented and to lead on implementation of emergency response arrangements within the service.
44. This position has a significant travel requirement. This means that there is a requirement for a vehicle (or transport deemed to be suitable by the council) to be available on most working days in order to carry out normal duties. Employees in



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positions with a significant travel requirement are required to provide a replacement vehicle if their usual vehicle is not available over an extended period.

### **Our behaviours**

Dorset Council has developed and embedded a set of behaviours that will form part of everything you do and you will need to be able to demonstrate them through the way you work, regardless of your role or grade within the organisation.

Full details can be found on the job website under '[Working for Dorset Council](#)'.



# Person specification

Applicants will be shortlisted on the basis of demonstrating that they fulfil the following criteria in their application form and should include clear examples of how they meet these criteria. You will be assessed in some or all of the specific areas over the course of the selection process.

## Essential

Essential criteria are the minimum requirement for the above post.

<b>Qualifications/ training/registrations</b>			
Required by law, and/or essential to the performance of the role			
1. Honours Degree level qualification or equivalent experience			
2. Relevant professional qualification or equivalent			
<b>Experience</b>			
3. Broad and deep level of operational and professional knowledge and experience in a major and complex service area across a diverse range of practices, exercising a large degree of independent professional responsibility and discretion			
4. Proven experience of managing projects and budgets			
5. Managing or supervising staff			
6. Proven experience of developing procedures and protocols to comply with internal and external standards			
7. Undertaking partnership working at an appropriate level			
<b>Skills, abilities &amp; knowledge</b>			
8. Proven ability to think innovatively and conceptually and deliver against this			
9. Understanding of strategic planning in a multi-functional organisation			
10. Ability to develop policies to balance the needs of the council's stakeholders in the context of financial, legislative and other constraints			
11. High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally)			
12. Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships			
13. Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture			
14. Ability to work effectively across a range of service disciplines and with a range of people			
15. Ability to build and sustain good working relationships with people at all levels with an aptitude for networking with internal and external key stakeholders			
16. Ability to negotiate and present complex arguments both verbally and in writing			
<b>Behaviours</b>			
17. <a href="#">Responsibility</a>			
18. <a href="#">Respect</a>			
19. <a href="#">Recognition</a>			
20. <a href="#">One Team: Collaboration</a>			
<b>Other</b>			
21. Ability to fulfil the travel requirements of the post			
<b>Approval</b>			
Manager	Corporate Director for Strategy, Performance & Sustainability	Date	May 2024

