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| <b>Role Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>NED Strategic Lead</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Job Family</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Neighbourhoods &amp; Environment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Competency Level</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Senior Manager</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Pay Scale</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>PO12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| To lead, plan, develop and deliver an expert professional service, and to drive cross-working & innovation within the Neighbourhoods and Environment Directorate. They will lead design thinking and innovation, designing a high quality and 'best in class' model of delivery which puts residents at the heart of neighbourhoods to reduce inequality, activate placemaking across the borough, and deliver on our key strategic objectives around crime, sustainability, and health inequalities. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Generic Role Accountabilities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>End Results/Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.                                                                                                                                                                                                                                                                                                                     | <p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice, and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>Service delivers excellent customer service.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p> <p>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>                                                                                                                                                                                    | <p>Expert opinion, advice, supports, and interpretation is provided on all aspects of the area of responsibility, including major decisions.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p> <p>Customer outcomes are clearly understood and specified.</p> <p>Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> |

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|                                                                                                                                         | Expected operational efficiencies are realised.                                                                                                                                                                                                                                                                                                                                                        |
| Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.                    | <p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required time.</p> <p>Strategic and operational input is provided to wider business planning and development.</p> <p>Progress against objectives is effectively monitored and delivered.</p> <p>Strategic and operational input is provided to</p> |
| Ensure the development and delivery of continuous improvements in all aspects of the service.                                           | <p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>                                                                                                                                                                                                                                                                                                  |
| Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.                                 | <p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>                                                                        |
| Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.            | <p>Resources including equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed, and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>                                                                                     |
| Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained | <p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p>                                                                                                                                                                                                                                                    |
| Implement a risk management programme and advise on issues affecting Council service areas.                                             | <p>Business threatening situations are recognised, planned for, and managed or escalated as appropriate.</p> <p>Systems and governance are in place to and respond promptly to critical events.</p> <p>Continuous service is provided</p>                                                                                                                                                              |

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| Ensure the successful implementation of health and safety legislation, policies, and practices.                                           | <p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Job Specific Accountabilities</b>                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Delivery & management of priority programmes for Neighbourhoods and Environmental Services and associated resources required to implement | <p>Development and application of established and innovative programme and project management techniques and approaches across the Neighbourhoods &amp; Environment portfolio.</p> <p>Arrangements in place to comply with internal and external governance and best practice requirements.</p> <p>Results oriented approach adopted while managing large complex projects from design to implementation with an eye towards convening, preparing and motivating stakeholders to excel in the target state.</p> <p>Programmes are organised, structured, and diligent in setting time-bound objectives and navigating roadblocks and eliminating barriers to successful attainment of objectives.</p> |
| Support & direct the development and execution of innovative solutions to complex challenges in Neighbourhoods and Environmental Services | <p>Improve core service functions of the directorate by taking a whole system approach to service improvement.</p> <p>Ensure resident-focussed delivery balanced with efficiency and commerciality.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Lead the work to operationalise and deliver the Borough Plan within the directorate                                                       | Design and develop innovation in neighbourhoods and environmental services to support the design of a service fit for the future and at the cutting edge of innovative delivery for residents in terms of sustainability, transparency, and reducing inequalities.                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <p>Foster a culture of transformation and innovation across all services, with service improvement for residents at the heart of everything we do. Establish excellent relationships with the senior Political Leadership, Strategic Leadership Team members, staff at all levels, peers, external bodies, and stakeholders.</p> | <p>Act as a single point of contact for senior stakeholders, facilitating relationships between them.</p> <p>Manage communications within and engagement of stakeholders (internal/external) through the life cycle of cross-cutting programmes.</p> <p>Conduct analysis of demand for services and influence stakeholders to ensure that the necessary investments are made to deliver required services.</p> <p>Use political judgement and astuteness in understanding and working with complex policy, and diverse interest groups.</p> <p>Work effectively within complex and ambiguous structures to achieve results where resources may not be under the direct control of the role.</p> |
| <p>Identify opportunities for commerciality across the directorate and collaboratively design new models of delivery that reflect this</p>                                                                                                                                                                                       | <p>Work closely with services, Directors, Managers and Subject Matter Experts to identify opportunities for commerciality.</p> <p>Ensure that any opportunities consider Return-on-Investment requirements, ethical procurement and suitable use of available funding.</p> <p>Ensure that the wider impacts (particularly on residents &amp; service users) of commercialising service areas are fully understood and set out plans and resources to support implementation.</p>                                                                                                                                                                                                                |
| <p>Developing a forward-looking and proactive approach to managing emerging and strategic risks and issues across the directorate.</p>                                                                                                                                                                                           | <p>Working with Corporate Directors and the management teams to identify, analyse and combine a single view of key strategic risks and issues across the directorate.</p> <p>Maintaining a portfolio risk and issues log that provides information to the NED Leadership Team, Strategic Leadership Team and Members on the current and projected risk position for the directorate.</p>                                                                                                                                                                                                                                                                                                        |

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| <b>Nature of Contacts</b> |
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Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners, and providers, to identify / meet requirements, convene/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. Influence their decisions.

### ***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 plans. 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: Strategic Director of Neighbourhoods & Environment

### ***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.

### ***Resourcing***

Budget Responsibilities: Resource and budget management of programme budgets across the Neighbourhoods & Environment Portfolios.

Supervisory Responsibilities: Primarily responsible for management of cross departmental Project Teams and Suppliers/Consultants.

### ***Knowledge, Skills, and Experience***

- Must have direct experience of structuring, running, and managing complex and multi stream services, business change projects, programmes, and portfolios.
- Experience of building excellent relationships with Senior managers and Members, with a view to ensuring that corporate visions and priorities are delivered and that an excellent customer service is experienced by those stakeholders.
- Experience of detailed resource management and success in implementing new resourcing approaches
  - Experience of managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers.
- Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy and applying expert knowledge.
- Experience in dealing with a range of complex and contentious matters requiring a consistently high degree of support, persuasion and advocacy and an awareness of major policy objectives.
- Experience of matrix managing and coordinating employees carrying out work across a range of major functions.
- Strong leadership, influencing, people engagement, and people management skills.
- Ability to work autonomously to meet the objectives of the organisation.

- An ability to respond to unpredictable volume of work, with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives.
- An exceptional communicator able to operate and empathise with stakeholders and business groups, influencing and gaining commitment to objectives.
- Strong leadership, influencing, people engagement, and people management skills.
- Excellent planning and organisational skills coupled with a strong focus on the delivery of the objective.
- Creative and innovative in finding solutions to complex problems.
- Knowledge of governance frameworks for both the constituent projects and the programme itself.
- Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills.

#### Indicative qualifications

- Educated to degree standard or equivalent.

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.