

<b>Role Title</b>	<b>Senior Strategy &amp; Policy Manager (Equalities)</b>
<b>Job Family</b>	<b>Strategy and Design, Chief Executive</b>
<b>Pay Scale</b>	<b>PO10</b>
<b>Purpose</b>	
<p>Mission Waltham Forest sets out the Council’s commitment to creating a more equal borough by 2030. Achieving this ambition requires a clear, evidence-driven and outward-looking approach to tackling the structural inequalities experienced by residents and communities.</p> <p>Many residents in Waltham Forest are facing persistent and entrenched challenges - from rising living costs to an affordable housing crisis. These pressures are not felt equally. Long-standing inequalities mean some residents experience poorer outcomes and face more barriers to living the life they want to lead.</p> <p>To meet these challenges, we must maintain a razor-sharp focus on where inequality is emerging, where it is deepening, and where it can be prevented. We want to help the Council confront these realities head-on, ensuring that our ambition for a more equal borough is translated into practical, evidence-led action that reduces disparity and supports long-term resilience.</p> <p>To support this ambition, we are seeking to recruit an experienced and strategically minded Strategy and Policy Manager (Equalities) to lead the development and delivery of high-quality policy, insight, and strategy in support of the Council’s corporate priorities, missions, and the cross-cutting challenges facing the borough.</p> <p>The postholder will play a leading role in shaping and advancing the Council’s resident-focused equalities agenda, strengthening the organisation’s ability to understand structural inequality, assess the impact of policy and service decisions, and design evidence-led interventions that improve outcomes for residents and communities.</p> <p>Working within a complex and fast-paced environment, the postholder will apply highly developed analytical, strategic thinking, and communication skills to lead priority programmes, influence corporate decision-making, and provide authoritative policy advice across a broad range of issues. They will act as a trusted advisor on equality, inclusion, and policy development, supporting both strategic and operational leadership across the organisation.</p>	

<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>Plan and ensure service delivery within a complex / diverse service area.</p> <p>Control operational activities within the service area and ensure professional standards are delivered.</p>	<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>

Generic Accountabilities	End Results/ Outcomes
	Service delivers excellent customer service.
<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p> <p>Manage key relationships with Delivery Leads /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. 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.</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> <p>Expected operational efficiencies are realised.</p>
<p>Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.</p>	<p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe.</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>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Any required recruitment, induction, development, performance reviews, employee relations and all HR processes</p>

Generic Accountabilities	End Results/ Outcomes
	<p>and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet or exceed its objectives.</p>	<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>
<p>Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.</p>	<p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p>
<p>Implement a risk management programme and advise on issues affecting Council service areas.</p>	<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>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<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>

Job Specific Accountabilities:	End Results/ Outcomes
<p>Supporting the Head of Strategy and Design, AD Strategy and Design and AD Transformation and with the design, implementation and delivery of portfolio and programme management within the Council</p>	<p>Developing and managing a portfolio management methodology within the Council and supporting its implementation</p> <p>Regular meetings with Delivery Leads, other Programme Managers and Project Managers to provide assurance on delivery</p> <p>Delivering deep dives on programme and projects where concerns have been raised about chances of success</p>

Job Specific Accountabilities:	End Results/ Outcomes
	Embedding the approach to Portfolio, Programme and Project Management Reporting
Lead the discovery, design and delivery of seamless and successful change for the Council across our Strategy, Change and Transformation portfolio with a key focus on Equalities.	<p>Development and application of established and innovative programme and project management techniques and approaches across the wider Strategy and Change service.</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 programmes and projects from design to implementation with an eye towards preparing and motivating stakeholders to excel in the target state.</p> <p>Strategy Team is organised, structured and diligent in setting time-bound objectives and navigating roadblocks and eliminating barriers to successful attainment of those objectives.</p> <p>Development and management of a suite of reports relevant for Senior Managers and Members on the position of key programmes and projects</p>
Establish excellent relationships with the senior Political Leadership, Council Leadership team, staff at all levels, peers, external bodies and all stakeholders (internal and external).	<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 programmes and projects</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>Engage with the borough's diverse communities to help shape the council's strategic equalities direction.</p>
Developing a forward-looking and proactive approach to managing emerging and	Working with the PMO and other change practitioners to identify, analyse and

<b>Job Specific Accountabilities:</b>	<b>End Results/ Outcomes</b>
strategic risks and issues across the portfolio	combine a single view of key strategic risks and issues across the portfolio  Maintaining RAID logs that provide information to Management Board and Members on the current and projected risk position for the key strategic programmes and projects
Actively contribute to the successful delivery of the vision for Waltham Forest and work with colleagues to continuously innovate the wider service.	Opportunities for collaboration are identified & acted on.  Excellent relationships with peers are developed and maintained.
Proactively ensure that the work of the team is well communicated both internally and externally at both a senior and operational level.	The team has an external profile and is recognised in the sector as a leader in insight & design
To create business cases, option appraisals, project workbooks and follow project planning processes for the development and delivery phases of projects	Demonstrate clear, effective reporting and action planning to manage complex projects to stipulated targets and mitigate risks
To deliver their allocated projects on time and within budgets	Projects within budget and on time
To maintain accurate high-quality reporting of projects and programmes of work through the programme management office	Risks and issues are effectively managed throughout the programme

<b>Nature of Contacts</b>
<ul style="list-style-type: none"> <li>• Frequent contact with Head of Strategy and Design, AD Strategy and Design, AD Transformation, Senior Programme Managers, Programme Managers, Policy Officers, and Policy Managers.</li> <li>• Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</li> <li>• Frequent contact with Members, Directors and Heads of Service, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues.</li> <li>• Manage political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments.</li> <li>• External stakeholders, including community groups and organisations, to build sustainable relationships and ensure their voices are reflected in the council's equalities approach.</li> <li>• High levels of tact, sensitivity and diplomacy required.</li> </ul>
<b>Procedural Context</b>

Reports to: Head of Strategy and Design

- To manage and deliver Council change programmes in a practical and pragmatic way, ensuring all elements are completed on time and to budget. This will include managing the risks and issues identified across programmes and making sure that everyone involved is coordinated, motivated, and able to complete work to the right standard.
- Work within a policy framework and regulatory guidelines. Considerable scope to exercise initiative in taking action - within boundary of well-defined policies and procedures.
- Research, analysis and interpretation of specialised complex information to generate ideas and formulate / source solutions.
- Engagement with external stakeholders, community groups and organisations.
- Plan and organise work and priorities, co-ordinating with others (internal or external delivery partners) to support the development and delivery of the service.
- Deliver a specialist service and support initiatives, projects and improvement programmes within the service area.

### **Key Facts and Figures**

Supporting the delivery of Mission Waltham Forest.

### **Resourcing**

Budget Responsibilities: Programme and project budget management.

Supervisory Responsibilities: Management of project teams such as but not limited to Policy Officers, Senior Project Managers, Project Managers and Project Coordinators.

### **Competency level: Senior Manager**

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

- Must have direct experience of structuring, running and managing complex business change projects, programmes and portfolios.
- Significant experience working in with communities in the equalities space, ideally underpinned by experience in community engagement and involvement.
- Driving activity and action that ensures the council meets its Public Sector Equality Duty and Equality Act 2010 responsibilities, and advising colleagues of all levels around their role in adhering to those responsibilities.
- Experience of developing strategic approaches and delivering programmes related to equalities.
- Experience of driving culture change around, and championing equalities with a complex organisation.
- 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.
- Ability to manage technically diverse teams to deliver agreed outcomes.
- 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, programmes and the portfolio itself.
- Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills.

### **Indicative Qualifications**

Educated to degree standard or equivalent

Recognised programme or project management accreditation – e.g. Prince2, Managing Successful Programmes, Agile

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.