

<b>Role Title</b>	<b>Strategy and Policy Manager (Equalities)</b>
<b>Job Family</b>	<b>Chief Executive's Directorate</b>
<b>Competency Level</b>	<b>Senior Manager</b>
<b>Pay Scale</b>	<b>PO8</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 this aim we are seeking to recruit an experienced Strategy and Policy Manager (Equalities) to drive the development and delivery of high-quality policy and strategy in support of our missions and the cross-cutting challenges facing the borough and the Council.</p> <p>The postholder will lead the shaping of the Council's resident-focused equalities agenda, and will strengthen the organisation's ability to understand inequality, analyse the impact of decisions, and design policies that improve outcomes.</p> <p>The postholder will apply strong analytical, problem-solving and communication skills to lead strategic priority programmes, provide high-quality policy advice, and act as an authoritative voice on equality within a fast-paced environment.</p> <p>They will establish and maintain strong working relationships with services, senior officers, elected Members and external partners to shape strategic responses to the most pressing challenges facing the borough.</p>	
<b>Generic Accountabilities</b>	<b>End Results/Outcomes</b>
<p>Plan and ensure service delivery within a diverse environment.</p> <p>Control activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality required by Council, professional and legislative standards.</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>Service delivers excellent customer service.</p>

<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p>	<p>Expert opinion, advice, support, 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>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</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>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>Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff.</p> <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> <p>Regular supervision is undertaken and clear objectives set and monitored through the Council's Appraisal process.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Budgets are planned, developed and delivered. Value for money is maximised.</p>

	Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales. Evidence based recommendations are made.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
<b>Job-specific Accountabilities</b>	<b>End Results/Outcomes</b>
Lead the delivery of a first-class external equalities function for the council.	The service is delivered to a high standard, championing the Council's focus on tackling resident inequality and improving outcomes across communities. The Council's reputation is seen as a policy-driven, forward thinking, and strategic organisation with a clear commitment to reducing inequality
Lead the strategic input into the council's priority projects and programmes, driving them forward and championing the outcomes.	Priority policies and programmes are delivered on time and to a high standard, seeking to utilise the latest tools, techniques and ways of working, with explicit consideration of how they reduce, prevent or address resident inequalities. Outcomes are disseminated across the council and embedded within delivery teams.
Develop the Strategy and Policy service offer, within the Strategy & Change Directorate.	Service teams are aware of and able to benefit from Strategy and Policy support, including strengthened approaches to understanding and responding to inequality.  Self-help tools are available and integration with the Council's Change service is enhanced, supporting more consistent equity-focused policy development.

Provide urgent support and advice to Council departments and the Cabinet as needed.	Specialist advice and expertise is applied and harnessed rapidly. Complex information is interpreted and communicated clearly.
Build relationships with key stakeholders and partners across the borough and region.	High level of communication is maintained with all internal and external stakeholders. Professional advice is provided and the service is represented positively.
Keep abreast of latest policy ideas and best practice across areas of interest in the public sector.	External networks are developed and maintained to bring in best practice, innovation and emerging thinking on tackling inequality and improving resident outcomes. Research and explore concepts that will meet the needs of the organisation

**Nature of Contacts**

Frequent contact with Cabinet Members, the Chief Executive and Management Board, 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 highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Collaborate with the Council's Internal EDI team to ensure alignment and coherence between internal EDI priorities and the Council's resident-focused equalities strategy. Work with Communications team and Leadership Office to manage political relationships.

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.

High levels of tact, sensitivity and diplomacy is required.

**Procedural Context**

Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction to ensure performance standards are met within this framework.

Lead a team, supporting their professional development, planning and organising the service ensuring objectives of the service are aligned with the needs of the organisation.

Control the deployment and allocation of service resources within an overarching corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develop service plan for area of responsibility and contribute to wider service planning. Professionally accountable for interventions within area of responsibility.

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 plan. 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 knowledge and 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.

### Key Facts and Figures

Delegated responsibility for project budgets.

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.

Manage team of staff.

### Resourcing

Budget Responsibilities: NO

Supervisory Responsibilities: up to 3 direct reports

### Knowledge, Skills and Experience

- At least 3 years' experience of strategy or policy development in central, local government, public body or think tank with a focus on tackling on inequality
- Working with politicians and senior stakeholders.
- Collaborative strategy or policy development with external organisations
- Managing large complex projects and programmes
- Partnership working with a range of public or private agencies.
- Ability to develop participatory approaches with communities to tackling inequality
- Highly skilled influencer, negotiator, and networker.
- Excellent interpersonal and communication skills.
- Ability to respond rapidly to requests for written briefs and information.
- Ability to conduct and analyse research
- Ability to work flexibly and quickly get to grips with new areas and support others to do so
- The ability to work creatively to solve problems
- A good understanding of the issues facing local government and the way in which local government broadly operates.
- Understanding of the public policy making process.
- The ability to operate with sensitivity within a political environment
- Prepared to challenge existing thinking in a positive manner
- Working with residents/stakeholders to meaningfully shape strategy development.

### Indicative qualifications

Educated to degree level or equivalent standard

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 that 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.