

ROLE PROFILE

- Job Title: Service Director Strategy and Change (FTC)
- Post Number: TBC
- Grade and SCP: C4
- Function: Strategic Core
- Accountable to: Executive Management Team
- Responsible for: See 'Specific Responsibilities' section below

Your Role at Shropshire Council

Shropshire - Living the Best Life

At Shropshire Council, our priority is to become the healthiest organisation we can be, to foster a healthy people, environment and economy.

Recognising the challenge across local government today, we must embrace the opportunity for radical change. This starts with our ambitious programme to become the modern, efficient and sustainable council we need to be.

Our organisational 'Getting it Right' values aim to promote a skilled, happy, healthy, diverse, inclusive, empowered and proud workforce that influences and leads change without inequality.

Purpose of the Role

As a member of the Strategic Core Team and the Leadership Board, you will work collaboratively to shape and deliver the council's key strategic priorities, as defined in the new Shropshire Plan.

Working closely with the Leader, Cabinet Portfolio Holders, the Executive Team, and Leadership Board peers, through matrix management, you will lead and deliver in a matrix-management arrangement the programme management office (PMO), working collaboratively with the Deputy Section 151 Officer, Organisation Design and Development, Business Intelligence and Communications team on strategic projects aligned to the new Shropshire Plan.

The role will ensure alignment with organisational priorities and effective delivery of strategic programmes supports evidence-based decision-making, performance improvement, and innovation across the council.

The Service Director role will also oversee any statutory, non-statutory, and regulatory responsibilities associated with the function.

Key Responsibilities



In your role as Service Director, you will be responsible for the following:

Strategic Core

- Working collectively as a key member of the Leadership Board, shaping the overall strategic direction and priorities for the council as defined in the impending new Shropshire Plan which will include the Improvement Plan, Transformation Plans and People Plan.
- Providing strategic and specialist insight and knowledge in the shaping, prioritising and commissioning of council-related services, ensuring they align with the new Shropshire Plan.
- Strengthening relationships and communication with Members, addressing their needs, managing expectations and reducing demand placed on operational-based individuals and teams.
- Playing an ambassadorial role in the promotion of Shropshire, the Council and the wider system by accessing local, regional and national networks.
- Demonstrating integrity to your role as a collective leader of the whole organisation, who is jointly responsible for overall performance and outcomes, despite having management responsibility for specific functions.
- To act as the Service area's principal policy advisor within the functional area remit.
- Responsible for financial management of the service area and accountable for the direct budget allocated to this post.
- Undertake the responsibilities as set out in the Council Constitution.
- Act as a duty officer in the Council's Emergency Duty rota to support our response in an emergency and will be expected to attend any training to support those requirements.
- Responsible for strategic partnerships.
- Responsible for the articulation of strategic planning for the authority including the new Shropshire Plan and other key council strategies.
- Ensure that all activities and operations conducted within your service area contribute directly to the commercial and economic growth aspirations of the county, transforming service areas as appropriate, whilst providing residents and visitors with access to facilities that have a direct and positive impact upon health and wellbeing.
- Act as key point of contact and engage with partners such as Government Departments, National Advisory and Legislative Organisations.
- Supports multidisciplinary working of the Council and with Partners, contributing to the overall corporate leadership and management of the Council.

Leadership

- Role modelling the organisational leadership, inspiring and guiding all teams and individuals to achieve excellence in their own leadership of others and service delivery.
- Leading at the right (strategic) level, thus facilitating others to also lead at the right level, enabling them to fulfil their potential and increasing capability and capacity across the organisation.
- Ensuring all management responsibilities are deployed in line with council policies and best practices, fostering a culture of accountability and continuous improvement.
- Demonstrating commitment to the Organisational Values and ongoing continuous personal development, setting an example for others to follow.



Commissioning and Service Delivery (internal and external)

- Ensuring the most effective commissioning of preventative, modern, efficient, and sustainable services that meet the needs of our communities within the resources available.
- Using demand management and community leadership principles to ensure services are procured and delivered in the most efficient and effective way possible, whether internally or externally.
- Managing service delivery through robust contract and performance management, ensuring alignment to The Shropshire Plan, impending new Corporate Improvement Plan and our strategic priorities.
- Fostering strong relationships with internal and external stakeholders and partners, including community groups, businesses, and other government agencies, to enhance service delivery and great outcomes for our communities.

Customer

- Ensuring functions are aligned to the ambition of the customer journey to continually improve the way customers connect to the council, and the council connects to itself, including enabling self-service and effective support tailored to individual needs, thus ensuring that every resident gets the service they need, when they need it.
- Enabling preventative and early intervention which will reduce demand on services and address needs and inequalities within the community.
- Ensuring the implementation of an aligned community infrastructure and hubs to promote proactive and preventative engagement with residents and communities.
- Role modelling the 'Ask, Assist, Act' approach in the way we interact with our internal and external customers, continually maintaining a 'how can we help?' mindset.

Governance and Performance

- Ensuring robust governance processes in all aspects of what the council does, including service delivery, with clear accountabilities, risk management, and alignment to policies and strategies.
- Driving a culture of continuous improvement, with regular review and development of individual, team, and service performance.
- Accountable for the financial performance of assigned functions, managing service budgets, ensuring compliance with the council's procurement rules, financial regulations, and scheme of delegation.
- Maintaining awareness of legislative changes that impact service areas and ensuring policy and procedures comply with statutory and national requirements and standards.
- Collaborating with Members to integrate insights into all levels of the authority, guiding service delivery and strategic decision-making.

Personal Attributes

- Demonstrating visible commitment to the council's Getting it Right (GiR) values and Diversity, Equity, Inclusion, and Belonging (DEIB) principles by embedding these principles in all aspects of service delivery and organisational culture.
- Embracing an autonomous, outcome-focused approach, deciding when, how, and where the work gets done, focusing on achieving outcomes and delivering results.
- Collaborating across the system to lead the delivery of strategic priorities, projects, and services, often outside of your primary area of responsibility, flexing to changing strategic needs and priorities.



- Prioritising personal health and wellbeing in line with the council's strategic priorities, promoting a healthy and supportive work environment.

Experience Required

This is a senior leadership role requiring extensive experience in strategic thinking and development, commissioning, contract and performance management, and service delivery.

The successful candidate will be a strong and influential leader, able to shape and drive strategic change and deliver high-quality, cost-effective services for the council and its residents.



Specific Responsibilities (Strategy and Change)

- Oversee the delivery of the Corporate Improvement Plan ensuring alignment of all strategies and plans across the council.
- Lead the development of a new Shropshire wide Partnership Plan.
- Organisational Design & Development Function (OD&D) to deliver the People Plan aligned to the corporate Improvement Plan
- Lead the Communications function to develop and implement the council's internal and external communications and engagement strategy.
- Matrix manage Deputy Section 151 Officer to ensure financial sustainability and value-for-money across programs aligned to the corporate improvement plan
- Lead the Programme Management Office (PMO) operations to ensure strategic development are aligned with the impending new Corporate Improvement Plan, driving delivery and ensuring good governance is in place.
- Work with the Chief Executive, Executive Directors and Service Directors to develop and deliver a Communication & Engagement Strategy across the spectrum of communication disciplines including: external communications and engagement, customer insight, media, digital media and public relations, internal communications and engagement, brand marketing, advertising, marketing, new media and production of materials.
- Lead the Business Intelligence function to deliver performance management related to the strategic direction of the organisation
- Lead public engagement campaigns to support council initiatives and behaviour change
- Ensure robust project management methodologies and assurance are utilised in the delivery of projects.
- Horizon scan and develop funding opportunities linked to service change.
- Promote a culture of innovation and continuous improvement.
- Provide strategic advice to senior leaders and elected members.
- Lead a cross-functional team providing policy analysis, research, and benchmarking.
- Ensure the council responds effectively to legislative and policy changes.
- Promote innovation and best practice in strategy and service design.
- Represent the council at local, regional, and national forums and influence policy development.
- Undertake statutory duties under relevant legislation on behalf of the relevant senior management.
- Provides support to the Council's Scrutiny and Audit Functions.
- Ensure robust arrangements are in place to meet the standards required by external and regulatory inspections.
- Ensure mechanisms for gathering performance information in a consistent and meaningful format are established to assist in performance management.
- To improve innovation in and around service delivery, performance and outcomes.

Below are the essential criteria (behaviours, abilities and knowledge) required by a person to perform the main duties and accountabilities of the job safely and effectively. The below indicates how the criteria will be assessed:

- application (A)
- interview (I)



- test or other selection method (T)

Qualifications

- Degree, Professional Qualification or equivalent in related discipline. (A)

Skills and Experience

- Proven extensive experience of robust financial management and commercial acumen and successful management of large budgets and operations within tight financial circumstances and/or competing priorities which may impact on service delivery. (A,I)
- Ability to see opportunities in the external environment, make sound judgments, find solutions to complex issues and problems, assess risk and develop contingency and / or mitigation strategies. (A,I)
- Experience of engaging successfully with government departments, external consultants and agencies, town and parish councils and the voluntary sector. (A,I)
- Strong leadership and stakeholder engagement skills with the ability to engage diverse audiences including elected members.
- Significant experience in strategic planning and policy development. (A,I)
- Proven ability to manage complex programmes and deliver outcomes. (A,I)
- Excellent analytical, communication, and influencing skills. (A,I)
- Ability to lead multi-disciplinary teams and influence across organisational boundaries. (A,I)
- Regular home working required, with the expectation to attend the council's main HQ, Guildhall or any other site as and when required by the Council. (A,I)
- An awareness of and commitment to, equality, diversity and inclusion. (A,I)
- Awareness of, and commitment to, data protection and information governance ensuring confidentiality. (A,I)
- Ability to travel as dictated by the needs of the business. (A,I)
- During a Pandemic, Epidemic or Major Incident or Emergency you may be asked to work from home or other location and on occasion to undertake duties that are not stated in your Job Description or Person Specification where there is a skill, competency, and experience match.



Job Specification

As a Service Director, we would expect you to be able to demonstrate, through evidenced-based experience, the following level of competence:

Knowledge

- In-depth diverse expertise together with significant leadership and managerial experience.
- Integration across functions and/or services within the council and associated organisations or partnerships.

Creative Thinking & Policy Direction

- Management of a diverse range of related and unrelated issues across more than one function which require innovative thinking in developing a solution, or highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.
- Guidance required from only the most senior Directors and elected members.
- Contribution to the development of corporate policy within strategic policy framework.
- Focus on diverse areas of organisational activity, or guidance primarily from elected members, developing strategic direction of the entire organisation.

Impact on People/Organisation(s)

- Full line management and leadership responsibility of a department or large business unit, or significant leadership impact across all departments.
- Management and development of internal and external relationships of significant importance to the council, or high-level contact with public and other external bodies to discuss, negotiate, and resolve controversial issues that impact on the council.

Responsibility for Resources

- 41%-total of the GRE
Advisory/indirect



Standard Shropshire Council Terms & Conditions

The following terms and conditions of service are those laid down by the Joint Negotiating Committee (JNC) for Local Government Services, as amended from time to time and as adopted by the Council.

- Expected to lead and/or contribute to a range of projects and build relations with both internal and external partners in order achieve specified outcomes but will not have direct authority over those involved.
- Responsible for preparing responses in line with Shropshire Council's corporate processes and national/regulatory/statutory processes (e.g. complaints, MP enquiries, Information Governance requests, customer enquiries, media enquiries, HR staff investigations etc..). These responses should be in line with the quality and timescale expectations set out within Shropshire Council's published procedures and/or case allocation emails and discussions.
- Responsible for completing within expected timescales all mandatory corporate and role specific training. Training requirements will be detailed in your corporate induction and Personal Development Plan (PDP). Courses are accessed via the council Learning Management System via the Intranet.
- Expected to undertake all relevant training requirements specifically to the role including formal Hearing / Investigating Officer training relating to Disciplinary / Grievance policies and procedures.
- Expected to become involved in a range of work to enable the service to respond effectively to the changing requirements of the Council and changes affecting the workforce.
- Adopt a customer focused approach when delivering your service, ensuring engagement with service users and maintenance of an appropriate personal profile.
- Act as an advocate for your service and work collaboratively with colleagues across the whole Council to meet the needs of the people of Shropshire.
- Meet individual, service and personal development targets agreed through the Personal Development Review Process, learn from experience and are committed to continuous improvement individually and as an employee of the Council.
- Work with colleagues to meet your team's key performance indicators, support a culture of team working and ensure the team functions successfully in support of the Council's corporate and service objectives.
- Meet the behaviours and competencies adopted by the Council in the way in which they achieve their objectives and carry out their work.
- Smoking is not allowed in Council buildings, in Council vehicles or in any Council place of work.
- You must provide a suitable vehicle for the performance of your duties and that this is readily available for use during normal working hours. You are entitled to claim for reimbursement of the costs of travel on council business at the rate of 45 pence per mile.



- This post carries eligibility to join the Local Government Pension Scheme. Information about this and other pension options will be sent with any formal offer of appointment.
- Annual leave entitlement is a pro rata flat rate scheme of 207 hours (28 days) annual leave plus bank holidays, with five days extra awarded to those staff with five years local government service giving an entitlement of 244 hours (33 days). Two days of an employee's allowance (pro rota for part time staff) must be taken at Christmas for any potential Christmas closures. Employees who work in a building/service which is required to open over the Christmas period, the two days leave (pro rota) can be carried over into your next leave year but must be used by the end of March.
- The appointment is subject to 3 months' notice in writing on either side.
- The appointment is subject to six months' satisfactory probationary service during which time the notice period will be one week on either side
- All appointments are subject to receipt of the following pre-employment checks;
 1. Satisfactory employment references
 2. Medical report
 3. Evidence of the qualifications required for the post/listed on your application form
 4. DBS (if required for the role) or, Basic Disclosure

Political Restriction

This is a politically restricted post under the terms of the original Local Government and Housing Act of 1989, Local Government (Politically Restricted Posts) Regulations 1989, and subject to amendment(s) under the Local Government, Economic Development and Construction Act 2010.

