

DRAFT Job summary

Role title: Interim Strategic Head of Resources

Salary: £85k

Term: 12-18 months

General description of role

The Interim Strategic Head of Service is a new fixed term role with the targeted brief to provide strategic leadership to the organisation in collaboration with the Council's Management Team, and specifically to several Councils core corporate services (**excluding Finance**). The role is key to the further development of a collaborative, commercial and digitally focused organisational culture that not only improves the performance of our people but also enhances the customer experience of our service users.

Through the provision of leadership and oversight of five key Corporate Service Areas, the Strategic Head of Service will ultimately ensure the Council's resident facing functions are appropriately resourced, supported and delivered efficiently and effectively.

As a member of the Management Team, provide strategic leadership and work together to set and advance the direction of the Council. Heads of Service are responsible for owning the delivery of the Corporate Plan priorities and objectives. Heads of Service will demonstrate a strong vision, enable innovation, creativity and cross collaboration to deliver high quality, efficient and cost-effective services. This role will sit above the group of Corporate Heads of service to facilitate and secure appropriate strategic vision and clear delivery plans.

Top duties / responsibilities of role

To provide strategic leadership to the following services:

- ICT
- Organisational Development & Human Resources
- Communications & Customer contact
- Data & Insight
- Corporate Policy (incl. performance, risk, PMO)

Priority tasks;

- Support and embed our vision/purpose – reminding our people why we exist
- New ways of working – Reshaping our Workplace post Covid (the impacts of physical workspace as well as changes to our culture and the way we function)
- Organisational Development (our Great People priorities) with the aim to have increasingly engaged, happy, healthy and productive people
- Digital / big data agenda, including the cultural development needed and digital skills review

- Customer Relationship Management – work with the relevant HofS to fully review our CRM system to maximise the benefits and drive better outcomes for residents and efficiencies
- Develop a blueprint for future management arrangements for this area of services

Experience sought of;

- Culture change/change management
 - Developing employee engagement
 - Service transformation
 - Improving customer/resident experience
 - Digital strategy development and creation
 - Strategic coaching
 - Programme/project management
1. As the Corporate Core Strategic HoS, take lead responsibility for strategic work planning with a particular focus on effective delivery.
 2. Ensure Corporate Plan and related activities are appropriately prioritised, resourced and supported by the core corporate functions, through oversight of service plans by the Heads of Service; and in consultation with other Directorates' resource and capacity demands.
 3. Coach the Corporate Core HoS team to deliver their full potential individually and collectively.
 4. Review the Corporate Core offer and provide the Strategic Management Team with recommendations for its future scope and stewardship.
 5. Working with the Corporate Core HoS team and the Council's recovery groups consider new ways of working utilising learning from the emergency response to Covid-19.
 6. Support and facilitate the continuation of the organisation development and improvement initiatives to delivery, bringing about efficient and effective Council services; for example, our "Great People" organisational development programme and investment in technology to identify and embed new ways of working.
 7. Play a key role in influencing and shaping the organisation's vision, values, and behaviours, (and therefore culture) alongside the Management Team.
 8. Facilitate the harnessing and delivery of the Council's approach to digital / big data agenda.
 9. Be the Council's Corporate Core lead at officer and Member meetings, project boards, and other forums.
 10. Support delivery of the Council's corporate and commercial ambitions by providing advice and support to their delivery.
 11. Ensure preparation of an annual budget and business plan for the Corporate Core HoS team and deliver against agreed targets.
 12. Establish effective working relationships with the Directors, Heads of Service, Members and external partners.

13. Lead the Corporate Core HoS team and drive continuous improvement and innovation through inspiring others.
14. Provide visible leadership to staff which maximises performance and encourages co-operation, innovation, self-development and commitment.
15. Ensure the Council's business is delivered effectively by managing communications and advising Members in a timely and appropriate manner.
16. Work effectively within the Council's governance and decision-making structures.

Key challenges for a Head of Service at RBBC (consistent challenges amongst Head of Service Group)

1. To provide individual and collective leadership to the Council (active leadership)
2. To provide effective change management and own the delivery of services, including management of all Council resources (service delivery, accountability)
3. To bring teams together and implement collaborative ways of working (team working, change management)
4. To work alongside Members, colleagues and other stakeholders to develop strategies and corporate wide action plans (strategy development, collaboration)
5. To review and improve business processes and working practices to better meet the needs of the organisation (continuous improvement)
6. To provide appropriate and timely advice to assist Member decision making
7. To ensure your service area has the right structure and resources to effectively deliver corporate objectives (building resilience, capacity, high performing teams)

Key characteristics of an ideal Head of Service:

Team player

Collaborative leadership style

Gets the organisation's big picture

Understands the political environment and acts accordingly

Bold & confident but with good judgement for when to refer upwards/seek advice

Excellent leadership skills

Excellent interpersonal skills

Inspires staff – takes people with them

Takes ownership

Ability to set a vision and deliver

Great People at Reigate & Banstead

Our great working environment and the values and behaviours of every individual and team in the Council, help to evolve the culture of our organisation to become more commercial, innovative and embracing of change. Successful applicants to our career opportunities will be able to demonstrate they share the values and behaviours we seek in our organisation.

Our Vision

Working together to make a great place to live, work and enjoy.

Our Values

Making a difference, doing the right thing, being bold and confident.

Our Behaviours

We should demonstrate our values by being positive, supportive, flexible, and innovative.

Positive: I maintain a "can do" attitude and a smile

- ✓ Create an encouraging and optimistic environment and bring others with me
- ✓ Approach others in a pleasant, happy and upbeat manner
- ✓ Maintain enthusiasm in difficult times
- ✓ Demonstrate commitment to my own service and to the Council
- ✓ Demonstrate an "I care" attitude

Supportive: I create an environment where the people I work with feel valued and respected and have confidence to develop

- ✓ Understand the council's priorities and work towards a common goal
- ✓ Work across boundaries to develop relationships, share information and keep others informed
- ✓ Listen to the views of others allowing the best way forward to be found
- ✓ Communicate in a courteous and respectful manner
- ✓ Behave in ways that promote the fair and equal treatment of all

Flexible: Adapting the way I work, I can deal confidently with change and accept new and different ideas and approaches

- ✓ Accept that change is an integral part of working at Reigate & Banstead
- ✓ Demonstrate an open mind to new ideas and proposals
- ✓ Display a willingness to do things differently
- ✓ View change in working practices as an opportunity for improving and developing
- ✓ Adopt a flexible approach to meet the team's requirements

Innovative: I work to develop new ideas and workable solutions to drive the Council forward

- ✓ Question currently accepted ways of doing things
- ✓ Implement good ideas, learn from others, both internally and externally
- ✓ Identify novel ways of resolving issues using own initiative
- ✓ Suggest and trying out new approaches
- ✓ Challenge the status quo in a constructive manner

