

Director of Strategy & Policy



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Welcome Letter from Joanna Killian

Dear Candidate

Councils are at the heart of their communities, playing an indispensable role in shaping the places where we live, work, and grow.

The Local Government Association (LGA) is uniquely placed to promote, improve and support the sector and our great work continues to be evidenced through positive feedback from councils; the continuing detailed conversations with government at official and Ministerial level and recognition of our improvement offers throughout the sector.

We're committed to making a real difference and empowering councils to deliver for their residents. We believe that when local government thrives, so do the communities they serve.

However, the significant challenges facing councils are well-documented, with many experiencing financial constraints, increased and more complex demands for services, and wider technological, environmental and societal changes.

As councils have had to adapt their operations to meet these challenges, the LGA is also adapting.

As the LGA comes to the end of its current three-year strategy it presents a valuable opportunity to embark on the next phase of our evolution, which will see us strengthen efforts to promote, improve and support the sector, adapting to changing member needs in an evolving political and economic climate.

We're reviewing our functions to ensure our offer remains relevant for the sector we represent and continues to offer value for money to our membership.

We must also be ready to respond to the shifting priorities in how central government operates so that we can lobby and influence on behalf of all our councils in the most effective way.

Through our organisational wide change initiative – Future LGA, we continue to work towards a resilient and fit-for-the future, responsive organisation that continues to support members with agility and innovation.

It is an exciting time to join our organisation as we work to represent councils and communities of all shapes, sizes, geography and political make-up.

In a fast-moving and ever-changing environment, you will work with our political leadership and senior management team bringing energy, vision, and expertise to our work with the sector and inspiring our workforce. Your work both inside and outside the organisation will help ensure that local government's voice is heard and our communities get the deal they deserve.

**Joanna Killian,
Chief Executive**



About the LGA

Whilst this is a challenging time for our sector with councils experiencing cost and demand pressures across services, it is also a time of great opportunity. Local, national and global events are impacting on our communities like never before. We have a new government, and the next spending review is due in the Spring. As the national membership body for local authorities this is a great time to demonstrate our passion for supporting the vital work of councils. The Local Government Association has recently welcomed a new Chief Executive who is leading a new change programme to ensure the LGA is fit for whatever the future brings and to allow us to be as agile as possible to serve our member councils across the country. As part of this new programme we are looking for a new **Director of Strategy & Policy** with the necessary drive and determination to help us achieve this fresh approach and ensure we deliver our mission to support, improve and promote local government.

There has never been a more difficult time for local government. Rising demand and costs have meant the toughest of choices for councils, with less to spend on the services that communities value. Yet the sector continues to show great resilience and continues to innovate. Local government is the key to solving some of our biggest national challenges. We work at the front line of people's daily lives. We shape places, provide vital services which hold our communities together, keep people safe, and create the conditions for prosperity and wellbeing.

From Westminster and Whitehall, to councils and communities of all shapes, sizes, geography and political make-up, you will understand how to advocate for local government and the millions of people that our sector supports and serves. In a fast-moving and ever-changing environment, you will work with our senior leadership team, our political leadership and senior management team to bring new energy, vision and expertise to our work with our sector and our workforce. Your work both within our organisation and externally with our valued stakeholders will help ensure that local government's voice is heard and our communities get the best services possible in such challenging times.



LGA's benefits

The Local Government Association aims to create a working environment in which the resources of experienced and motivated individuals promote and support a better local government. These are some of the benefits for working at the LGA:

Salary

If you are appointed to a grade that is paid on the nationally negotiated salary scale, then every year you should expect your salary to go up by one spine point until you reach the top spine point for your grade. You will normally be paid on 12th of each month by BACS transfer to your nominated bank account.

Pension

As an employee, you will automatically join the Local Government Pension Scheme (LGPS) where we will pay a generous contribution.

Flexible working

We recognise the importance of providing employees with a balance of home and work life. This can include working home based, flexible hours or part-time working.

Annual leave

LGA annual leave entitlement is 29 days, rising to 31 days after three years' service and to 33 days after five years' service, plus all UK public holidays (pro rata for fixed term and part-time contracts). If seconded to a role, annual leave entitlement will remain as per current employment terms and conditions.

Travelling to work

Our head office is 18 Smith Square, is in the heart of Westminster and provides a base for staff and our members with the UK Parliament and Government departments on our doorstep. Our building is located close to Westminster, Pimlico, Vauxhall and St James's Park Underground stations, as well as Victoria, Vauxhall and Charing Cross railway stations.

Family friendly

We offer a range of family friendly policies, including 39 weeks' paid maternity leave – which is enhanced for eligible employees – and up to two weeks' paid paternity leave for eligible employees.

Learning and development

The LGA is committed to supporting all colleagues in their personal, professional and career aspirations by providing a range of development opportunities. We foster a culture that encourages you to develop your talent and strengths throughout your journey with us.

Health and wellbeing

The LGA is committed to improving health and wellbeing and raising awareness of mental and physical health issues. We encourage participation in healthy lifestyle practices, and provide resources for employees to improve their lifestyle, in and out of work.

Staff networks

The LGA is an equal opportunity employer and staff currently have access to five staff networks, which provide support, advice and a sounding board in a safe space to help foster an inclusive work environment.

The networks are:

- BAME Network
- Disability & Neurodivergent Network
- Women's Network
- LGBTQIA+ Network
- Early Careers Network



Diversity & Inclusion at the LGA

At the LGA, we are committed to building a diverse and inclusive workplace where everyone feels valued and respected. We believe that diversity in all its forms enriches our organisation, fostering creativity, innovation, and collaboration. We actively seek to create an environment where every individual has the opportunity to thrive.

We are proud to have a number of staff networks that play a vital role in supporting our diverse workforce. These include our BAME, Disability and Neurodivergent, Early Careers, Women's, and LGBTAIQ+ networks. Each of these networks is a tremendous asset to the organisation, offering valuable insights, support, and engagement opportunities for colleagues. Their contributions help us shape a more inclusive and supportive culture across all areas of our work.

The LGA has been on a meaningful EDI journey, underpinned by a robust EDI action plan and strategy. Our commitment to equality, diversity, and inclusion remains at the core of everything we do, and as we develop our next EDI strategy and action plan, we want our senior leaders to play an integral role in supporting and advancing this agenda.

We are proud to have been highly commended for our EDI work at the PPMA (Public Sector People Managers' Association) Excellence in People Management Award for 2024, but we know there is more to do. As we move into the next stage of our EDI journey, we are looking for senior leaders who are passionate about promoting diversity and inclusion and will champion our efforts to create a workplace where everyone feels they belong. All of our leaders will be pivotal in taking this journey forward, ensuring the LGA continues to lead the way in fostering an inclusive and diverse organisation.



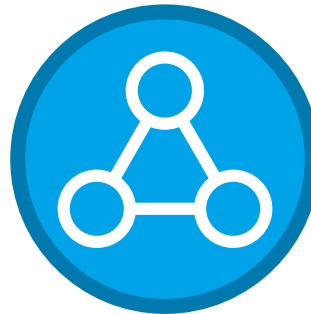
LGA Values and Behaviours

“Everyone achieves more together”



Inclusive

We ensure that our work is inclusive of all voices



Ambitious

We are ambitious for councils and their communities and are committed to striving for excellence in all that we do to support our colleagues, our membership and the sector to deliver the best possible outcomes



Collaborative

We bring together the expertise and skills needed, working as one team

Job description

Reports to: Chief Executive
Directorate: Senior Leadership Team
Grade: Grade 10+

Responsible for:

Assistant Director Policy - People
Assistant Director Policy - Place
Head of Research & Information
Head of Programmes Local Government Finance
Head of Pensions
Head of Strategy and Design
Director of Communications

Job Summary:

As the Director of Strategy & Policy at the LGA you will be at the heart of our commitment to be the national voice for local government at an exciting time for both the sector and the organisation and will both shape and deliver on our strategic objectives.

As a visionary leader you will bring passion and determination to ensure that, with our cross party political leadership and our key stakeholders, we shape the future of local government. You will do this by ensuring that the LGA applies cutting edge data and insight and the latest tools to collaborate, influence and communicate.

Leading our work to influence national government and other key stakeholders you will be a sophisticated communicator with the ability to build consensus with politicians and policymakers from all political backgrounds and geographies. You will be a collaborator with the ability to build and sustain relationships with a wide range of stakeholders including civil servants, local government leaders, policymakers, universities, the private sector and other membership organisations.

You will challenge ways of thinking and set new standards whilst ensuring a focus on impact for local government ensuring that we can clearly evidence and communicate our value.

As a member of the Strategic Leadership Team (SLT) you will:

- i. **Lead with Impact, Integrity & Inclusivity:** As a key player on the Strategic Leadership Team, your influence will shape the LGA's strategic direction, making sure our vision is not just bold, but transformative. You will also embody the LGA's values and behaviours by ensuring every voice is heard and respected. Your leadership sets the tone for a workplace where everyone feels valued, empowered to contribute and focussed on the measurable impact we make for councils. You will manage budgets to maximise value and efficiency, increasing income to benefit those we serve.
- ii. **Inspire, Energise & Collaborate:** As a Senior Leader, inspire your team to bring their best selves to work every day. Create an environment of trust where everyone is encouraged to develop their skills and broaden their knowledge. Your energy and passion will ignite the same in others, driving the LGA to new heights. Actively promote, and embed, collaboration where skills and knowledge are shared freely across the organisation. Embrace agreed standard operating processes and procedures so we do things once, well, and together, as 'one LGA' to maximise our effectiveness.
- iii. **Drive Ambition & Excellence:** Uphold the LGA's commitment to excellence by pushing the boundaries of what's possible. Encourage your team to innovate and take pride in their work, while maintaining a realistic and honest approach to achieving our goals. Use your SLT platform to be the voice of local councils, driving policy change with sharp insights that make a real measurable difference. Your insights and leadership will influence national policy, support councils, and drive meaningful outcomes for communities and should be led by data and stories of impact.
- iv. **Be the Ambassador:** Represent the LGA with integrity, showcasing our commitment to inclusivity, excellence, and collaboration. Your role as an influencer will amplify the LGA's reputation as a modern, forward-thinking leader in local government, driving positive change across the sector. Lead by example in fostering external partnerships that not only enhance the LGA's profile with Government but also deliver exceptional measurable value to councils and communities. You will build and maintain strategic relationships that elevate the LGA's profile and deliver substantial measurable value to councils and communities. Your leadership in this area will ensure the LGA remains a trusted and influential partner.

As Director of Strategy & Policy you will:

- v. Work with the LGA Board and in collaboration with other stakeholders, to shape and deliver our strategy and to ensure that it remains aligned with the LGA's mission to support, promote, and improve local services and democracy across local government and for all our membership, including affiliate bodies.
- vi. Lead on our approach to lobbying, working closely with leading politicians across our policy boards, and foster excellent, close relationships with Whitehall and Parliament.
- vii. Deliver a world class communications function, deploying best practice, including in new technology and digital media, to maximise our impact, at national, local and individual organisation level.

- viii. Be responsible for developing methods to measure and evidence our impact across the breadth of the LGA's work, using these insights to drive continuous improvement and shape our future strategy.
- ix. Build networks across our sectors, and from those with lived experience, so we can harness the knowledge, insight and evidence to maximise on lobbying impact and deliver best practice.
- x. Lead on the LGA's work on Public Service Reform. Work with colleagues across the sector, central government and other partners to tackle the most complex challenges facing public services.
- xi. Lead the development of a cutting-edge approach to data and insights, using the intelligence gained from this to shape our policy and improvement work, and to inform how we communicate to drive maximum impact.
- xii. Develop and drive a modern research and intelligence function and strengthen partnerships with universities, think tanks and other thought leaders, commissioning research through a new commissioning function to help shape and design policy solutions and proposals for local government.
- xiii. Develop new income streams to support the financial sustainability of the LGA in line with our strategic direction.
- xiv. Working with colleagues across the organisation, implement the systems, processes and technology required by a modern, efficient organisation.
- xv. Work in a fully integrated and collaborative mode with other parts of the organisation to maximise the impact of joining up our policy and lobbying and media activity.
- xvi. Manage cross-functional teams with a dynamic and inclusive leadership style that empowers individuals and drives collective success. You will work closely with senior leaders, councils, and key stakeholders to build and execute strategies that reflect the needs of our diverse communities. You'll ensure our strategies are inclusive, equitable, and designed for impact.
- xvii. Be the catalyst for change, fostering a culture of creativity and forward-thinking across the LGA. You will identify and capitalise on emerging trends, ensuring the LGA remains at the forefront of local government innovation.
- xviii. Be an exemplar of the LGA's Manager's Standards and associated values and behaviours to ensure corporate image and reputation are held in the highest esteem by all and drive an inclusive culture so that the LGA is a place where people love to work and develop their knowledge and skills.

Qualifications

- A relevant degree MBA, MPA or equivalent experience.
- Proven experience in strategic leadership roles, preferably within the public sector, government, or a similarly complex environment.
- Evidence of continuous professional development in innovation, leadership, or public service transformation.

Knowledge and experience

- Deep understanding of local government, Whitehall, public policy, and the political landscape.
- Demonstrated success in driving large-scale strategic initiatives that have delivered measurable outcomes.
- Experience in leading cross-functional teams and working in a matrixed organisation.
- Strong background in stakeholder engagement, with a track record of building and maintaining strategic partnerships.
- Extensive experience in a senior leadership role within a public sector or local government setting, driving results within a political/change management environment.
- Proven track record of successfully developing and implementing strategic initiatives that drive organisational transformation and performance.
- Deep understanding of the challenges and opportunities facing local government.
- Strong experience in operational management, with a focus on optimising processes and driving efficiency.
- Leadership and development of business strategy, performance, and financial planning frameworks.
- Experience of advising and collaborating closely with senior politicians and Government departments.
- Significant senior level experience of:
 - building and maintaining strategic relationships and partnerships.
 - creating strategies, interventions, and innovative solutions to complex issues
 - resource and risk management, and business planning
 - leading teams, providing direction, and managing performance
 - operating as part of a senior team

Skills and abilities

- Exceptional leadership and people management skills, with the ability to inspire and motivate teams to achieve ambitious goals. The ability to think big, act boldly, and inspire others to follow.
- Proven ability to lobby and influence at the most senior levels of Government and translate strategy into actionable plans for councils.
- Ability to lead and influence an external communications strategy which enhances the organisation's reputation as a leader in the field and represents the needs of councils.
- Strong strategic thinking and problem-solving abilities, with a knack for turning challenges into opportunities. Creative problem-solving skills with a flair for identifying and leveraging new opportunities.
- Excellent communication and interpersonal skills, capable of engaging with stakeholders at all levels and from diverse backgrounds.
- High level of resilience and adaptability, with the ability to thrive in a fast-paced and evolving environment.
- A visionary mindset, coupled with a pragmatic approach to implementing change.
- High level of political awareness and sensitivity.
- Ability to lead, inspire and motivate others.
- Integrity and credibility with politicians, senior managers, key stakeholders and staff.
- Able to deliver and lead others under pressure, prioritising work against competing demands to meet deadlines.
- Highly developed written and oral presentation skills with ability to present complex ideas in a clear and comprehensible way.
- Ability to create a culture of innovation and enterprise based on trust, fairness and openness.
- Personal drive and commitment to the LGA priorities.
- Creative thinker with high intellectual capacity, capable of translating ideas into policy and practice.
- Positive, flexible and responsive, with a dynamic and creative approach to problem-solving.
- Ability to negotiate with and influence a wide range of stakeholders.
- High level awareness of media and presentational issues, and ability to work with politicians and media professionals to shape and project credible public positions.
- Highly developed business and financial acumen.

*This job description is intended to outline the key responsibilities and qualifications of the **Director of Strategy & Policy** at the LGA. It is not exhaustive and may be subject to change in line with the needs of the organisation.*

Contact

For a private and confidential discussion, please contact:

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Indicative Timetable:

Closing date for applications: Monday 18 November 2024, 12pm (Midday/Noon)

Preliminary Interviews (via Teams): w/c 25 November 2024

Officer and Stakeholder Interviews: Wednesday 11 December 2024

Group Leader Final Interview: Tuesday 17 December 2024

(these dates may be subject to slight change)

Apply

To apply for this role please visit www.faarfield.co.uk/lga and find the Apply button at the bottom of the page. When prompted, please submit your CV and a Supporting Statement. Your supporting statement should be no more than 900 words in total answering the following questions:

- What skills and experience would you bring to this role?
- How would you build an effective and inclusive team culture as a leader?

Disability Confident

Please note we are a Disability Confident Employer so candidates who wish to be considered under the scheme and meet the essential criteria will automatically be invited to interview. Please note, that should you require any adjustments through the process, we will accommodate as much as possible. Please contact the recruitment team for further information if required.

