

Role Profile

Part A - Grade & Structure Information

Job Family Code	13PE	Role Title	Communities and Welfare Strategic Lead
Grade	PS13	Reports to (role title)	Head of Communities
JE Band	614-734	Directorate / School	AWHP
Date Role Profile was created	Mar-26	Service / Department	Public Health and Communities
Agile	Information	<u>DBS Requirement</u>	Not Required

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>To lead Surrey County Council's Welfare Offer, including the transition to the Crisis and Resilience Fund and the development of a new, holistic welfare approach for the county. This involves working with senior officers, partners, and elected members (Cabinet, Select Committees, Portfolio Holders, and local Councillors) to shape proposals and secure agreement through formal governance processes, ensuring communities are supported to thrive.</p> <p>The role will ensure that Community services, resources, and functions effectively align with organisational priorities and transformational change. It includes acting as the Senior Leadership representative for Communities when required, and leading key pieces of work across the service to deliver agreed objectives, adapting focus as needed.</p> <p>The post will also lead the team and oversee policy development related to crisis and resilience, providing leadership, management, and strategic direction in support of the Head and Deputy Head of Communities.</p>
Work Context	<p>This role will work across the Council to lead the functions described above and to develop and direct a range of community assets, including the Crisis and Resilience Fund, which supports residents and communities across Surrey to improve wellbeing and build independence and resilience. The post will help create an environment in which people can be directed to informal, community-based services that prevent, reduce or delay the need for formal care and support.</p> <p>The role holder will act as Surrey's policy lead in liaison with statutory and voluntary sector partners and will be a key member of the service's senior management and leadership team.</p>
Line management responsibility if applicable	This post will lead small crisis and resilience teams focused on service delivery, ensuring collaborative working across Public Health, Communities, SCC, and partner organisations, while providing overall leadership, management, and strategic direction
Budget responsibility if applicable	<p>Management of revenue budgets - amount TBC.</p> <p>This will include the management and oversight of alternative sources of income that may have been sought from appropriate approved funding bids.</p>

<p>Representative Accountabilities Typical accountabilities in roles at this level in this job family</p>	<p>Service Development</p> <ul style="list-style-type: none"> • Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. • Lead the development and implementation of complex or high profile initiatives to generate income and stimulate public interest. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation and evaluation of longer term plans and proposals for the future scope and scale of the service in line with organisational strategy. • Plan, deploy and control all allocated resources to deliver the agreed service. <p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none"> • Use analysis to identify issues and trends and drive service improvement. <p>Finance/Resource Management</p> <ul style="list-style-type: none"> • Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered. <p>Work with others</p> <ul style="list-style-type: none"> • Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery. • Work with a range of agencies and partners to develop innovative services, and to promote and coordinate initiatives to achieve business plan objectives and income targets. <p>People Management</p> <ul style="list-style-type: none"> • Manage the service delivery of teams and units to ensure all relevant annual targets and goals are delivered within budgetary/resource constraint. • Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & Welfare: To be responsible for ensuring health & safety policies, procedures and legislation are implemented, communicated and managed including making sure that health and safety responsibilities are fully understood and carried out by employees within their service area.</p> <p>To have regard to and comply with safeguarding policy and procedure as appropriate.</p>
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Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none"> • Degree or equivalent professional qualification plus substantial experience at a senior management level in specialist area. • Extensive knowledge of the service/functional area. • Excellent understanding of the methodology and technology needed to promote and maintain exemplary customer service. • Deep knowledge and awareness of broader contextual factors affecting national service delivery. • Ability to exercise a significant degree of interpretive and constructive thinking and evaluative judgement appropriately. • Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application. • Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility. • Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners. • Advanced problem solving and analytical skills with the capacity to devise and implement practical and creative solutions. • Clear evidence of political acumen. • Wide and proven experience in successful leading, motivating, coaching, mentoring and developing staff.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<p>To be successful in this role, the applicant should have the following specific experience:</p> <ul style="list-style-type: none"> - Extensive experience working with elected Members and within a democratically led organisation. - Proven ability to lead in ambiguous and changing environments. - Strong track record in developing, mobilising and leading cross-functional and cross-organisational teams. - Demonstrated resilience and ability to overcome opposition to deliver sustainable change. - Solid understanding of the evolving health and social care landscape and the organisations influencing local wellbeing. - Significant experience in building community capacity, such as time banks, partnership networks, corporate social responsibility models and strengths-based community initiatives. - Ability to interpret context, identify opportunities and innovate new delivery models. - Evidence of supporting cultural change and developing others, including embedding new delivery models into business as usual. - Proven experience establishing governance arrangements for organisation-wide change. - Ability to travel across the county and attend occasional evening meetings. - Experience delivering large-scale welfare programmes using co-design and co-production. - Experience working with partners, including the VCSE sector. - Strong track record of creating and leading high-performing teams.
Role Summary	<p>Roles at this level plan, organise and deliver a customer or public engagement service for the benefit of Surrey's residents and/or to support organisational objectives. They manage large and complex teams or specific service areas. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or organisational objectives. Roles at this level require extensive management experience and high level expertise. They exercise flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.</p>
Reference Number	BM-2026-153