

JOB DESCRIPTION

1. JOB DETAILS

Job Title	:	Director of Practice and Programmes
Reporting to	:	Chief Executive
Status	:	Full-time, permanent
Salary / Grade	:	£80,000 / Director
Location	:	New Local operates a 'work anywhere' policy, with fixed office workspace in London for those who require it. Applicants must have the right to work in the UK and be resident in the UK.

2. PURPOSE OF JOB

- To build and oversee the high quality and impactful delivery of New Local's practice consultancy with councils and other public sector organisations.
 - To build and oversee our wider programme of funded and innovative research, policy and practical projects with a range of commissioning organisations across the public, private and charitable foundation sectors.
 - To be an active part of our leadership team of four, collaborating closely with the Chief Executive and leadership team colleagues to deliver our strategic objectives and line-managing senior members of the Practice and Programmes team.
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3. KEY TASKS/RESPONSIBILITIES

Practice and programmes

- Oversee the development, funding and delivery of vision-aligned and high-quality practice and programmes projects with a range of clients and funders.
- Develop and implement a business development strategy for New Local to expand its practice work with councils, the wider public sector and other commissioning bodies, including oversight of the practice and programmes team budget, income targets and revenue generation plans.
- Line management and coaching of a Practice & Programmes team (six people, with potentially three direct reports). The team has a range of skillsets and expertise across practice, research and policy.
- Oversee the business development and high-quality delivery of a range of consultancy projects, which work alongside local government and public sector partners to support organisational strategy development and collaboration with communities and wider place partners.
- Oversee the business development and high-quality delivery of a range of innovative funded projects which form our wider programmes work, leading creative and impactful routes to change for a range of local and national audiences. These include long-term, multi-stakeholder research, learning partner collaborations and policy projects, with a range of partners including grant funders and public, voluntary and private sectors.
- Play an external ambassadorial role leading the Practice and Programmes area of our work to profile our vision and learning, including representing New Local on external platforms, writing thought leadership content and leading external engagement with a range of partners.
- Where necessary, to play a direct delivery role in projects, including drafting reports, devising and delivering facilitated sessions and working closely with senior stakeholders in a range of councils, with partners and in other contexts.

- Develop and maintain a network of partners and potential partners for practice and project work, strong relationships with clients and potential clients, associates and excellent stakeholder management processes throughout projects.
- Lead the continuous improvement of New Local's practice and programmes work, including spotting opportunities to develop and market clear areas of expertise and specialisms.

Leadership and culture

- To play an active part of New Local's leadership team of four (including the Chief Executive, Director of Partnerships & Engagement and Head of Operations & Finance).
- Take collective accountability with the Chief Executive and leadership team colleagues for the overall organisational, financial and cultural health of the organisation. This will include contributing to the development and delivery of our strategy; financial reporting and management; continuous improvement of our internal processes; identifying and mitigating organisational risks; and working with the Board of Directors to ensure that New Local operates in accordance with the objectives of the organisation.
- To model and promote a management culture throughout New Local that empowers and is consultative while focused on our core values: being purposeful, adventurous, supportive and delivering excellence.
- To work across the organisation with the Network & Events and Communications teams to collaborate effectively and explore new opportunities to develop creative, impactful projects which draw on our unique role as an organisation that connects practice and policy to support public service transformation and community power. This includes delivering facilitated sessions for our network and writing blogs and articles sharing our learning from practice and programmes activity.
- Any other duties, which may be required by the Chief Executive which are commensurate with the responsibilities of the post.

4. PERSON SPECIFICATION: KNOWLEDGE AND SKILLS REQUIRED (*E = Essential; D = Desirable*)

- Excellent understanding of local government and the public sector and the confidence to work with senior officials and councillors to navigate complexity and improve outcomes. **E**
- An entrepreneurial approach and track record of partnership initiation and successful business development. **E**
- An understanding of the needs of a small organisation with big ambitions to grow in impact, capacity and revenue. **E**
- Knowledge and capability to use different approaches and methodologies in practice work (e.g. workshop facilitation, strategy development, options appraisal, action learning). **E**
- Excellent communications skills with the ability to put forward highly compelling and persuasive findings and recommendations which drive change in practice. **E**
- Excellent analytical and writing skills applied in a practice improvement context. **E**
- Excellent project planning and project management skills with strong attention to detail. **E**
- Experience of effectively line managing and coaching colleagues and leading a team to deliver impact. **E**
- Experience of being part of an executive leadership team and reporting to a Board. **D**
- Knowledge, expertise and networks in at least one area of specialism of relevance to New Local's practice and programmes work (this could be in relation to a specific part of the public sector, e.g. local government, NHS, or linked to a thematic specialism, e.g. organisational development, user-centred design). **D**
- Capability to work in a highly creative, collaborative, and autonomous way. **E**
- Capability to deal with ambiguity and to support team members and partners to manage uncertainty and work towards clarity. **E**
- Capability to actively contribute to the highly supportive and friendly organisational culture at New Local. **E**

- Commitment to professional growth and development, both your own and through coaching or managing others. **E**
 - Understanding of and commitment to New Local's mission to transform public services and unlock community power and the principles that underpin this. **E**
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5. NATURE AND SCOPE

New Local is a think tank and network working to transform public services and empower communities. We publish research, lead peer learning within our network of 50-plus local authorities, influence government and work directly with public sector organisations. We support local practice and make connections with national policy, catalysing innovation and new ways of working in the context of rising demand, constrained funding and declining trust. The greater the pressures on the system, the more important it is to learn, share and pioneer effective responses to complex challenges – and New Local plays a unique role.

At the heart of our work is 'community power' - the principle that communities themselves have strong insights into their own circumstances and should be able to participate in shaping the places they live in and the services they use. We believe that active, empowered communities should be at the heart of a wider shift towards place-based public services and a system focused on prevention, which can lead to better outcomes and a more sustainable system for all.

We are seeking a Director of Practice and Programmes at an exciting point in New Local's organisational journey. With our Chief Executive recently appointed in post and a refreshed strategy, this new role has been created to play a core part of our leadership team of four, helping take our impact to the next level. At a crucial time for the local government and wider public sector, facing financial constraints and undergoing range of reforms, there has never been a more important role for New Local to create the space for forward-looking, outcomes-led practice and policy.

As Director of Practice and Programmes, you will oversee and ensure the impact of our consultancy and practical research and policy projects. In recent years, New Local's direct work with councils, NHS organisations, and other bodies to turn the principle of community power into reality and address related strategic, locality and leadership priorities has grown considerably. We also have a thriving programme of project work which has been commissioned by or developed with a range of partner organisations, including grant funders, trusts and public sector bodies themselves. These range from commissioned research and policy projects to long term, practice-led learning partnerships, using our range of skills and insights as an organisation to support those leading change and impact across organisations and with communities. We are in times of immense change within local, regional and wider public sector organisations – it is essential that we ensure our diverse programme of work continues to grow, is relevant to the evolving context and has practical impact for our partners and key audiences.

You will lead a strategic approach to our practice and programmes to further develop our work, our team and our impact. The role requires a commitment to applying a highly entrepreneurial mindset with a strong social purpose focused heavily on generating impact and positive, sustainable change. There is no one size fits all for our practice and project work – we work in a highly values-led way tailoring our activity closely to different organisational circumstances and with a strong view towards sustainability and their ownership and leadership of change. We use a variety of methods across a multi-functional delivery team – in all cases, we use our expertise to draw out the inherent insights and experience of our partners and use that to develop highly practical and focussed recommendations.

As part of our leadership team, you will also play a core leadership role across the organisation and alongside the Chief Executive, including contributing to the development and delivery of our strategy; sharing accountability for our financial and cultural good health; and ensuring our team thrives. Our team is inclusive and collaborative - we make every effort to live up to our four core values of being

purposeful, adventurous, supportive towards colleagues and partners, and delivering excellence. Your leadership will support us to ensure these values are embedded in everything we do, from working with each other, to working with our diverse and inspiring range of partners and stakeholders.

Our portfolio of activity sees us work across the UK and therefore requires regular travel as a core responsibility. We expect the need to travel approx. 2-3 times per month to locations across the UK, which may involve the possibility of overnight stays and weekend work.

New Local operates a work-anywhere policy but has recently acquired a fixed office space in central London and hybrid working arrangements are currently being reviewed. As a member of the leadership team, there is an expectation that we will meet regularly face-to-face in London on a fortnightly basis.

Diversity: New Local is committed to being an equal opportunities employer. We don't just 'value diversity', we think it is central to what makes for a high impact, successful organisation. We positively encourage everyone to apply. As such, New Local recruits, employs, trains, compensates and promotes regardless of age, disability, sex, gender, sexuality, race, national origin, marital status, parental status, religion or belief.

Leave and working hours: We operate a highly flexible policy on working hours and leave. New Local's team core working hours are 10am to 4pm but around this, staff are trusted to determine their own working hours and leave consummate with the fulfilment of their job goals to the highest level of excellence. To ensure well-being, New Local staff are expected to take a minimum of 27 days' leave each year (pro rata for PT staff) and work no more than 35 hours a week. New Local employees also receive ten days leave over the Christmas and New Year period. We operate an unlimited leave policy meaning employees are free to take leave beyond their leave allocation as long as it does not interfere with their ability to do their job to the highest standards.

Location: Applications are welcome from candidates no matter where they live in the UK. We operate a 'work anywhere' policy meaning employees can choose to work at home or at any other location that enables them to do their job to the highest standards. New Local has an office in a central London location for those who wish to work in an office environment, and we are currently reviewing our hybrid arrangements. We currently meet as a team in person regularly in central London and team members are expected to attend this. Travel expenses are covered for team members attending this meeting. Members of the leadership team will be expected to meet face-to-face in London on a more regular, fortnightly basis.

Flexible working: We are happy to discuss highly flexible working arrangements.

Well-being: New Local is extremely committed to staff well-being. Working long and late hours is actively discouraged and all staff at New Local are very strongly committed to creating a pleasant, friendly and supportive environment in which to work. Employees complete a weekly and more detailed bi-annual anonymous well-being survey to allow monitoring of general well-being in the team.

Health scheme: Employees can join the New Local health plan and employee assistance scheme. The subscription to the scheme is paid for by New Local.

Family Friendly leave: New Local offers a range of enhanced parental and family friendly leave.

Pension: New Local will contribute 5% to the New Local group personal pension scheme. This benefit cannot be substituted for any other benefit. We operate a salary sacrifice scheme for pension contributions.

Probation and notice: This role is subject to a six-month probationary period and a three-month notice period.

This job description is not exhaustive and is liable to review following discussion with the job holder. The post-holder will be expected to undertake any other reasonable duties as requested by their line manager and commensurate with their job grade.
