



Head of Strategy

Thanks for your interest in working at Citizens Advice. This document should give you everything you need to know about the above role.

Want to chat about this role?

Please contact the recruitment team at careers@citizensadvice.org.uk



The organisation

Here are 4 ways you can find out more about us:

1. Citizens Advice Careers Site -
<https://www.citizensadvice.org.uk/about-us/job-and-voluntary-opportunities/citizens-advice-job-opportunities/>
2. Citizens Advice LinkedIn -
https://www.linkedin.com/uas/login?session_redirect=https%3A%2F%2Fwww.linkedin.com%2Fcompany%2Fcitizens-advice%2Fposts%2F%3FfeedView%3Dall
3. Citizens Advice public-facing advice website -
<https://www.citizensadvice.org.uk/>
4. Find out more through blogs, insights and 'how we help' stories
<https://wearecitizensadvice.org.uk/>



The role & team

The Head of Strategy operates at the intersection of much of the work of Citizens Advice and, working closely with senior colleagues, drives forward our strategy and opportunities for innovation, connecting activities to maximise impact. The Head of Strategy:

- Leads the design, mobilisation and delivery of work aligned to our strategy and missions - working closely with the Director of Strategy and Impact and other senior leaders
- Oversees the strategy function, building alignment with organisational development and design, and owning a feedback loop across the organisation from policy to service delivery and support to ensure cohesive and strategic prioritisation and decision-making
- Plays an essential and pivotal role as convenor and enabler for leaders and colleagues across our network and national organisation to collaborate around shared and systemic opportunities and challenges and find ways forward to maximise impact to our clients.

This is a crucial, unique and pivotal role in the work of Citizens Advice and the postholder will benefit from being a visible and influential leader in the design, mobilisation and delivery of the work aligned to our strategy and missions. The postholder will work closely with the Director of Strategy and Impact but will be expected to work autonomously and drive forward significant organisation-wide activity.

The postholder will need to have the ability to work in a complex landscape with considerable ambiguity, as they will need to create direction and common purpose to help Citizens Advice become ever more effective at meeting the needs of clients. The ability to build relationships and work in partnership with others is fundamental as the role will need to create the conditions to build common purpose, coalesce around shared and systemic problems and opportunities with internal and external partners, and find ways forward together with our network.

An eye for strategic social innovation and opportunity, strong communication,

stakeholder management, coordination and analytical skills will be required to help Citizens Advice build greater coherence across the work of the national organisation to increase our collective impact and lead the programme of work to make progress on our missions.

This role sits as one of the Heads of Service within the Strategy and Impact department, which includes our Strategy, Portfolio and CEO Office teams, working collectively to develop and plan for an inclusive, impactful and high performing strategy, reaching across our service and beyond to build connections and ideas which generate a sustainable and imaginative future for Citizens Advice.

Strategy and Impact teams:

- Mobilise our missions-based strategy, building a framework to guide strategic focus and develop partnership, knowledge exchange and communities across our service to take action around our three missions, and ensuring we have the necessary conditions to make the strategy succeed
- Deliver robust and clear approaches to business planning, portfolio development, performance and risk management, ensuring that our strategy is high performing and our work is planned well with a clear view of activity and how it connects
- Generate evidence to inform our strategy and evaluate our work, modelling service-wide and sectoral end-to-end impact
- Collaborate around external alignment to ensure our missions have the widest possible social impact
- Ensure senior leaders are informed, connected and rightly focused

Qualities which are important to the department are:

- Imagination, expansive thinking, and curiosity which allow us to seek, find and share knowledge to help Citizens Advice to grow and do better for the communities we help
- Creativity, a focus on participation and connection to allow us to build bridges, new relationships, and spot opportunities
- Rigorous, evidential, planful which allow us to send out a loud beacon orienting the service around the impact on the world we want to see,

creating excellent plans and process for progress and good performance, and developing the right parameters for imagination to bloom



Role profile

Band:	Head of Service - Mid	
Reporting to:	Director of Strategy and Impact	
Proficient salary:	£69,664 plus £3,520 London allowance if applicable	
Location	Blended between office and home (England and Wales)	Some travel required and will include visits to local Citizens Advice, national charity offices in Birmingham, Cardiff, Leeds and London, stakeholder organisations and events.

Role purpose	<p>This role:</p> <ul style="list-style-type: none">• Leads the design, mobilisation and delivery of work aligned to our strategy and missions - working closely with the Director of Strategy and Impact and other senior leaders• Oversees the strategy function, building alignment with organisational development and design, and owning a feedback loop across the organisation from policy to service delivery and support to ensure cohesive and strategic prioritisation and decision-making• Plays an essential and pivotal role as convenor and enabler for leaders and colleagues across our network and national organisation to collaborate around shared
---------------------	---

	and systemic opportunities and challenges and find ways forward to maximise impact to our clients.	
Key accountabilities	Key elements/Tasks	% time
Impactful member of the national senior leadership team and across the service	<p>The Head of Strategy will be an integral member of the senior leadership team (SLT) at Citizens Advice, providing leadership to the service by:</p> <ul style="list-style-type: none"> • Taking accountability for translating key priorities into actionable plans, and creating the environment to balance effective delivery and governance oversight • Proactively collaborating with other national functions to develop and communicate medium to long term delivery plans that align their team to the strategy, and key strategic decisions are made by the right people at the right time to support delivery and risk management • Fostering a culture of innovation, experimentation, learning and collective leadership within their team to enable missions-based working. • Taking ownership, within their teams and wider areas of responsibility, for planning and delivery, financial performance, managing risk and making evidence-informed decisions • Acting as a cultural steward, building a people-focussed culture which enables colleagues to grow, develop and thrive • Driving a focus on equity, diversity and inclusion through visible and inclusive leadership, demonstrating a commitment to social justice 	20%

	<p>and taking action to reduce disparities in the team and organisation's work</p> <ul style="list-style-type: none"> • Deputise for the Director of Strategy and Impact, as required 	
<p>Lead the design, mobilisation and delivery of work aligned to our strategy and missions</p>	<ul style="list-style-type: none"> • With the Director, lead on the design of a strategic framework for Missions - engaging with colleagues to build a clear understanding and roadmap of activity, and putting in place activity that increases colleague and organisational capability. • Lead the continuing development and establishment of our strategy and a strategy function, ensuring we have a clear and coherent plan to enable this, which places Equity, Diversity and Inclusion at the centre, and facilitates colleague input and engagement. • Identify, develop and recommend strategic initiatives which support the delivery of the strategy and improve the experience of our clients - leading on complex social innovation, problem-solving activity and strengthening our feedback loop and horizon-scanning approaches. • Oversee the Strategy Leads to create connected and powerful networks which develop and embed communities to innovate and experiment and identify more impactful ways of working and provision of advice. • Ensure the development of tools and measures that support diagnosis, capture client value, and enable monitoring and evaluation of our strategy and its impact on clients. 	<p>40%</p>

<p>Build and sustain strong internal and external relationships</p>	<ul style="list-style-type: none"> ● Act as a strategic partner and advisor to senior colleagues, enabling alignment of activity with the organisation’s strategy and missions and enabling strategic problem analysis and resolution. ● Model the conditions for effective collaborative working to develop and deliver our strategy, developing and sustaining constructive relationships and reciprocal dialogue with key stakeholders. ● Work collaboratively with portfolio and planning colleagues to develop priorities and plans that support the delivery of our strategy, ensure alignment and coherence across our national organisation and our national network, maintaining a clear line of sight to impact on our clients. ● Play an active role in contributing to transformation and organisational design/development work, leading on/inputting into significant strategic, operational and cultural change initiatives as required. ● Work with the Fundraising and Business Development teams, and in partnership with the Director of Strategy and Impact, on the implementation of the funding strategy, and work with them to retain current, and secure new funding, which help us achieve our missions. 	<p>20%</p>
<p>Inclusive and visible leadership and people management of</p>	<ul style="list-style-type: none"> ● Lead, mentor, and manage a team of 5 including Strategy Leads and a Senior Strategy Officer 	<p>15%</p>

<p>their direct reports and teams</p>	<ul style="list-style-type: none"> ● Create a high performing culture alongside a positive, inclusive working environment enabling the team to do their best. ● Foster a culture of collaboration across teams and departments ● Develop and retain diverse talent within the team, creating opportunities for skill development and promoting pathways for career progression. ● Promote a culture of equity, diversity, and inclusion within the team and across the organisation, ensuring that organisation design principles reflect these values. ● Set clear performance objectives for the team, conduct regular reviews, and provide ongoing coaching and support to enhance individual and team performance. 	
<p>Financial management</p>	<ul style="list-style-type: none"> ● Manage the team’s budget, ensuring the effective use of financial resources, delivering value for money, and meeting budgetary targets. ● Contribute to the wider financial forecasting process by providing accurate projections for the cost and resource requirements of initiatives. 	<p>5%</p>



Person specification

Essential criteria	To be assessed at application	To be assessed at interview
Significant experience and proven success in a senior role leading and developing an influential function at the centre of an organisational (e.g. Strategy, Innovation, Transformation)	Yes	
Proven track record of driving and supporting social innovation, working with partners in organisations of very different sizes to develop new approaches and innovation frameworks, scaling ideas which benefit communities and drive social change	Yes	Yes
Understanding of how to build a strategy function in a complex setting, ideally having worked with networks, with experience of experimental approaches to strategy	Yes	Yes
Proven track record of building engagement and adoption of new substantial strategic initiatives and approaches in complex environments	Yes	Yes
Proven track record of leading people through significant change in a complex setting, including strong decision-making skills and managing difficult conversations		Yes
Excellent and demonstrable interpersonal skills, including the ability to work with a wide range of teams and individuals at all levels, influencing senior stakeholders to adopt change, establish credibility and work collaboratively, with the ability to adapt to different working patterns and styles.		Yes
Excellent written and oral communications skills, including proven ability to communicate using appropriate styles,		Yes

methods and timing, including digital channels, to maximise understanding and impact.		
Strong inclusive people management skills, with a proven track record of leading people through significant change, influencing others, motivating and developing diverse teams, with the ability to delegate and empower effectively to build a high-performing culture		Yes
Demonstrable experience of EDI leadership, within teams, and an understanding of how to design equitable approaches to strategy and innovation		Yes
Desirable criteria		
Expertise in building communities within membership organisations or networks.		
Experience of working within a large, complex organisation across multiple locations.		
Experience of working in policy and/or impact contexts.		