

### City of Edinburgh Council job description

<b>Post title</b>	Strategic Change Manager – Prevention and Partnerships
<b>Directorate</b>	Customer and Corporate Services
<b>Service</b>	Change and Transformation, HR
<b>Responsible To</b>	Senior Manager, Change and Transformation
<b>Number of post holders</b>	1

#### Purpose of job

The council is moving towards a proactive, relational approach by fostering systemic change across prevention, early intervention, and mitigation. Aiming to help people and communities avoid crises, address issues at the earliest possible stage, and work differently together to reduce the impact of existing problems. To help us achieve our strategic goal of ending poverty in Edinburgh.

Collective sensemaking to inform strategic change is central to this shift, allowing the council and partners to understand complex, uncertain and rapidly changing issues and environments, create shared meaning and drive effective action that results in sustainable system change.

You'll be responsible for supporting this by establishing and leading a new practice of collective sensemaking across the Council, with close links into public sector partners, third sector services and organisations and communities.

#### The what - major tasks and job activities

1. Establish a city-wide sensemaking framework: Design and embed structured practice for collective sensemaking across Neighbourhood Prevention Partnerships (NPPs) and other relevant city networks. Develop repeatable methodologies, toolkits, and guides for use across multi-partner teams. Drive ongoing practice through a Communities of Practice approach.
2. Network intelligence and horizon scanning: Gather and analyse qualitative and quantitative data from diverse sources to identify emerging trends, systemic issues, and potential disruptions, particularly those affecting poverty across the city.
3. Facilitate collaborative learning and decision making: Design and lead forums and conversations that bring together leaders from across the Council and other networks to collectively make sense of complex issues. Champion a move from top-down mandates to a more co-created and collectively owned approach to decision-making across networks.
4. Translate insight into action: Work with stakeholders to translate shared understanding of problems into concrete, collaborative experiments and actions. Including developing and testing new approaches using incremental methodologies.
5. Develop system leadership principles: across the NPPs and influence the development of corporate culture across the Council.
6. Team leadership and development: Manage and mentor a small team of sensemaking practitioners. Oversee the team's projects, ensure quality, and foster a culture of curiosity, reflection, and learning.

7. Reporting and communication: Regularly communicate the team's insights and the narrative of shared understanding to senior Council leaders and the wider public sector, community and business networks.
8. Community partnership development: Working closely with the Community Planning team, build and nurture deep, trusting relationships with a wide range of community organisations and groups to ensure their perspectives are central to the sensemaking process.

**The how - knowledge and skills, creativity and innovation, contacts and relationships, decision making**

You'll bring:

- A degree or postgraduate level or equivalent experience
- Leadership experience

And strong skills in:

- Systems thinking: Deep understanding of how different parts of a city's public sector and community ecosystems interact, and how to identify and map complex system dynamics. The skill to build bridges and navigate different organisational languages and cultures. The insight to identify the root causes of issues, rather than simply treating the symptoms.
- Stakeholder management and sensemaking: Expertise in engaging and negotiating with a wide array of stakeholders with competing interests, and experience in facilitating diverse groups through complex, and sometimes contentious, discussions toward shared understanding.
- Qualitative and quantitative analysis: Ability to draw together different types of data, including narratives, conversations, and quantitative metrics, to create a coherent and plausible story. Then to frame this in a clear, compelling, and actionable way for different audiences, from community members to senior leadership.
- Emergent strategy: A willingness to move beyond rigid, pre-defined plans and to adapt strategic direction based on emerging insights from the sensemaking process.
- Experimental mindset: The creativity to design and run small, safe-to-fail experiments that generate new knowledge and help inform larger strategic moves.
- Empathetic leadership: A deep commitment to building trust and psychological safety, especially with marginalised communities, to ensure their voices are heard and incorporated.

The decisions you take will:

- Affect citizen outcomes and can impact the services, processes, and organizational arrangements of the council and its partners
- Make sure key strategic decisions are informed by robust insight, knowledge and expertise.
- Have financial, safety and reputational consequences to the Council.

**Environment - work demands, physical demands, working conditions, work context**

You'll normally:

- Navigate frequently changing, and sometimes competing, priorities and demands by reorganizing and redirecting resources as needed
- Exercise caution when interacting with citizens, as the NPP building will also be used by individuals with complex needs.

- Work across several city locations within the range of normal office-based activities in terms of physical demands.

### **Supervision and management of people**

- Lead and manage a team of one senior change and delivery officer (grade 8) and one strategic change analyst (grade 7), with potential for team growth as the framework evolves. Defining and ensuring achievement of objectives.
- In this role, the post is expected to effectively and diplomatically advise Corporate Leadership Team, senior managers, managers and staff across the Council, on key actions required to implement continuous improvement and key business decisions.
- Equally the post will advise Edinburgh Partnership Management Group, the Edinburgh Partnership Board and other staff and volunteers from across partner and community organisations on key actions required to achieve systemic change and drive partnership working
- The postholder should be visible, approachable and capable of building the trust necessary to secure the commitment of staff to change.

### **Resources the job holder will be responsible for**

- The postholder will manage any resources required to facilitate collaborative sensemaking. These resources will vary but are likely to include a mix of staff, events and project budgets for tests of change.

### **Additional information - health and safety (DO NOT AMEND THIS SECTION)**

Protecting the health and safety and welfare of our employees, and our third parties including members of the public, contractors, service users and pupils, is the starting point for a forward-thinking Council.

All employees' responsibilities:

1. Taking care of their own health and safety and welfare, and that of others who may be affected by their actions or omissions.
2. Co-operating with management and following instructions, safe systems and procedures.
3. Reporting any hazards, damage or defects immediately to their line manager;
4. Reporting any personal injury and work-related ill health, and accident or incident (including 'near misses') immediately to their line manager, and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence that may be required.

Line managers have additional responsibilities for ensuring all health and safety risks under their management are identified, assessed and controlled, with specialist input from H&S Advisers and others including Occupational Health where required. Where the risks cannot be adequately controlled the activity should not proceed.

Additional information can be found in the [Council Health and Safety Policy](#).