

HEAD OF TRANSFORMATION AND IMPROVEMENT

Job Description

Directorate:	Resources		
Service:	Strategy and Innovation		
Location:	County Hall, Preston		
Salary range:	£75,420 - £82,480	Grade:	14
Reports to:	Director – Strategy and Innovation	Staff responsible for:	48

Job purpose and scope

The post holder will lead the planning and effecting the delivery of the council's Transformation and Improvement Portfolio, supporting the political leadership, Executive Leadership Team (ELT) and the Director of Strategy and Innovation.

- Delivering the ambition and vision for change with associated business cases, significant financial and non-financial benefits, programmes, change methodologies and resources.
- Inspiring and supporting senior managers across the council to achieve the Transformation and Improvement Portfolio outcomes.
- Ensuring that the complex programmes of service improvement required to achieve the council's ambitions are effectively co-ordinated, planned, delivered at pace.
- Ensuring programmes are embedded across the organisation, with demonstrable outcomes for stakeholders and customers.
- Lead the Transformation and Improvement Portfolio and management of interdependencies, including oversight of any risks.
- Horizon scanning to identify future change and transformation opportunities and to manage potential challenges and threats.
- Leading and developing the transformation and service improvement service, as a high-quality internal consultancy with a range of change capabilities

Performance Indicators

- Quality of advice/service against legal, safety and best practice standards
- Achievement of relevant service targets
- Adherence to internal/external quality standards if applicable

HEAD OF TRANSFORMATION AND IMPROVEMENT

- Adherence to policies and procedures
- Accuracy and timeliness of information recording and processing
- Customer and stakeholder feedback
- Leading Lancashire Framework

Leading Lancashire – Our Leadership Framework



Leading Lancashire Our Leadership Framework

Our Vision and Values We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: *Supportive, Innovative, Respectful, and Collaborative*, our guiding principles that enable everyone to thrive.



Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

Responsibilities, Capabilities, Behaviours, and Results.

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



Levels of Leadership

The Leading Lancashire framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

VISIONARY (Long-Term Direction):

Level 1 & 2 Leadership – Executive Directors and Directors
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

SHAPING (Medium to Long-Term Strategy):

Level 3 Leadership – Heads of Service
Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

OPERATIONAL (Short-Term to Immediate Effectiveness):

Level 4 Leadership – Management Roles
Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the Leading Lancashire framework.

Accountabilities/Responsibilities

- Developing the Transformation and Improvement Portfolio based on the agreed change priorities and our corporate priorities, as well as the new and emerging organisational needs.
- Leading and developing the Transformation and Improvement Service, ensuring high performance and a strong internal consultancy offer to deliver the change portfolio.

HEAD OF TRANSFORMATION AND IMPROVEMENT

- Developing the organisational skills, capacity and capabilities necessary to deliver the change portfolio including portfolio and programme management capability, business case development, and service redesign capabilities.
- Lead the design and development of effective business cases evidencing clear options appraisals and benefits aligned to customer, employee, and significant efficiencies.
- Nurture effective relationships with ELT and Senior Leadership Team (SLT) to develop and communicate the changes that are necessary to deliver the Transformation and Improvement portfolio helping them to understand and operationalise new ways of working in order to improve our employee and customer experience.
- Identify, adapt and adopt leading practice to ensure the key outcomes of the Transformation and Improvement portfolio are delivered.
- Working with SLT to ensure that new business change requirements and external factors influencing service development and delivery are identified, analysed, understood and reflected in the Transformation and Improvement portfolio where necessary.
- Interfacing closely with the Digital Strategy and Digital Services to ensure close alignment between the delivery of the digital programme and the change portfolio.
- Ensure excellent and robust governance arrangements across all transformation and improvement programmes and projects that support delivery of the change portfolio.
- Leading on the mitigation of all risks associated with transformational programmes and projects.
- Budget management of the change service and associated programmes of activity.

Other

- **Equal Opportunities**
We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.
- **Health and safety**
All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.
- **Customer Focused**
We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

HEAD OF TRANSFORMATION AND IMPROVEMENT

- **Safeguarding Commitment**

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

Our Values

We expect all our employees to demonstrate and promote our values:

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

HEAD OF TRANSFORMATION AND IMPROVEMENT

Person Specification

All the following requirements are essential unless otherwise indicated by *

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

Qualifications

- Honours Degree level qualification or equivalent experience
- Relevant professional qualification or equivalent

Experience

- Significant professional and/or management experience of a strategic operation/service
- A demonstrative record of delivering high quality services against challenging objectives and resources.
- A demonstrative record of operational management of a major service spanning across a major arm of the organisation.
- Engaging, guiding and influencing senior managers within the area of responsibility.
- Experience of leading, inspiring and motivating teams to drive services forward, achieving high quality delivery within reducing resources.
- Experience of working across services outside of the area of responsibility to ensure delivery of corporate objectives.

Essential knowledge, skills & abilities

- Highly developed knowledge (broad and/or deep) of the principles, theory and practice of the specialist area of responsibility.
- Comprehensive understanding of the activities and objectives of the Council, both current and future.
- Ability to successfully influence key decision makers at senior levels, both internal and external to the Council.
- Effective Leadership and Management at a senior level of a diverse workforce to support excellence in service delivery.

HEAD OF TRANSFORMATION AND IMPROVEMENT

- Good understanding of the political context at regional and local level and working with Elected Members in a constructive and sensitive way.
- Successful financial management including prioritisation within decreasing resources.
- Ability to lead, develop, manage and motivate services/teams in a challenging and changing environment.
- Ability to quickly build credibility with senior managers and stakeholders.
- Ability to embed services which are compliant and fit with the wider organisational strategy.
- Ability to utilise significant judgement to lead the design and delivery of a service/collection of services operational business plans to resolve service issues or improve services; including creative and innovative thinking and risk assessment.
- Ability to deploy highly developed problem-solving skills resulting in high impact designs.
- Strong financial acumen and analytical skills, with the ability to develop compelling business cases
- The ability to maintain and adapt appropriate governance and assurance processes to ensure that boards and steering groups are working effectively and can evidence delivery against plan, management of risks, and outcome delivery.
- Extensive knowledge of business change methodologies and approaches.
- Strong data and analytical skills
- Understanding of user-led service design
- Good understanding of digital technologies and opportunities which could benefit the council.
- Ability to simplify and explain complex issues to a range of audience.
- Resilient, tenacious and outcome focussed.

Other essential requirements

- Commitment to equality and diversity.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.
- This is an essential car user post

HEAD OF TRANSFORMATION AND IMPROVEMENT

You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive