

# TRANSFORMATION AND IMPROVEMENT SENIOR MANAEGER

## Job Description

<b>Directorate:</b>	Resources		
<b>Service:</b>	Strategy and Innovation		
<b>Location:</b>	County Hall, Preston (hybrid working)		
<b>Salary range:</b>	£64,279 - £69,912	<b>Grade:</b>	13
<b>Reports to:</b>	Head of Transformation and Service Improvement	<b>Staff responsible for:</b>	

### Job purpose and scope

Reporting to the Head of Transformation and Service Improvement, the Transformation and Improvement Senior Manager will

- Work with senior officers and wider stakeholders to develop and deliver a key portfolio of transformation and improvement programmes for a range of Directorates, through sound programme management and service redesign tools
- Act as a business partner with a range of Directorates as required, understanding their requirements for transformation and improvement, while providing assurance that their needs are being met
- Oversee a dedicated team of programme managers and service redesign officers, developing the team into a high-quality internal consultancy with a range of transformation and improvement capabilities
- Support cross council working, particularly fostering effective collaboration across the Resources directorate, to ensure programmes are enabled with the right capacity and capability.
- Horizon scanning to identify future improvement and transformation opportunities and to manage potential challenges and threats.

### 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
- 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

- Working closely with equivalent colleagues within the service to identify and deliver against organisational priorities, managing resource allocation, progress monitoring, relationship management and benefits delivery for service activity.
- Developing and leading on major transformation and service improvement activity across Lancashire County Council, setting service standards; taking responsibility for professional development of the service improvement team, managing performance robustly.
- 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.

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- Directly leading the service design of our most complex, risky and interdependent services, working in the open with the user at the centre of all we do, including working across multiple teams.
- Direct responsibility for leading and working as part of a multidisciplinary team to identify, understand and validate through prototyping, opportunities for new and amended service processes and technologies.
- Acting as ambassador for service improvement across the council; championing service improvement as key to transformation; building relationships with leaders to explain the benefits of service improvement.
- Working closely with large, complex service areas to help them build their transformation plans and challenges, helping them to map and see opportunities to transform their areas, coaching them to build ambitious plans.
- Direct line management of a section of the transformation and improvement service, comprising of programme managers, project managers and business analysts.
- Matrix management of other service members and team members from other business areas as required.

### 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.
- **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.

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## 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.

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## 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

- Professional and/or academic level qualification or equivalent or substantial vocational experience in service improvement.
- Demonstrable commitment to continuing professional development.

### Experience

- Significant experience of leading high performing service transformation and improvement teams to support an organisation to understand and solve large, complex problems.
- Significant experience of using project management methodology to lead, design, plan and deliver improvement projects from initiation to completion
- Significant experience of developing business cases to inform major transformation and improvement programmes
- Significant experience of stakeholder engagement to gather insights, foster collaboration, and ensure that improvement programs demonstrate value for money, benefits realisation, and accountability.
- Demonstrable experience of managing multiple, complex service improvement projects and programmes in large, local government or public sector organisations.
- Experience of facilitating cross-organisational work, helping disparate parts of an organisation to map and understand its interdependencies.
- Significant experience of operating at a senior level, working with senior leadership teams and senior stakeholders.
- Experience in shaping and implementing transformation and improvement initiatives with insight from colleagues, users and wider stakeholders
- Demonstrable experience of redesigning business processes to create efficiencies and effectiveness for strategic, organisation-wide initiatives.

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- Have practical knowledge and demonstrable experience of redesigning services to deliver productivity enhancement, savings and improvements. This includes phases of diagnostics, discovery and delivery
- Significant experience of communicating a case for change in compelling and inspiring way which generates buy-in and engagement at all levels of the organisation.
- Significant, demonstrable experience of line managing teams.

### Essential knowledge, skills & abilities

- Highly developed knowledge (broad and/or deep) of the principles, theory and practice of the specialist area of responsibility.
- Effective Leadership and Management at a senior level of a diverse workforce to support excellence in service delivery.
- 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 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.

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## 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  
*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*