

JOB DESCRIPTION & PERSON SPECIFICATION

Director Area: Resources	Job Ref Number:
Service Area: Transformation, Systems & Performance	Grade: (click here for value)

Job Title: Head of Business Change and Service Improvement

PURPOSE OF JOB:

This is a key strategic role that will lead business change, service improvement and corporate coordination activity across the Council. It will support a resident, community and business focused, efficient organisation through which the Council's strategic objectives and corporate priorities will be met.

The role will be responsible for leading a specialist team that provides capacity, capability and coordination across business change, services improvement and priority work. This will be achieved through a highly collaborative approach that brings together resources from across the organisation to support strategic alignment and improve ways of working.

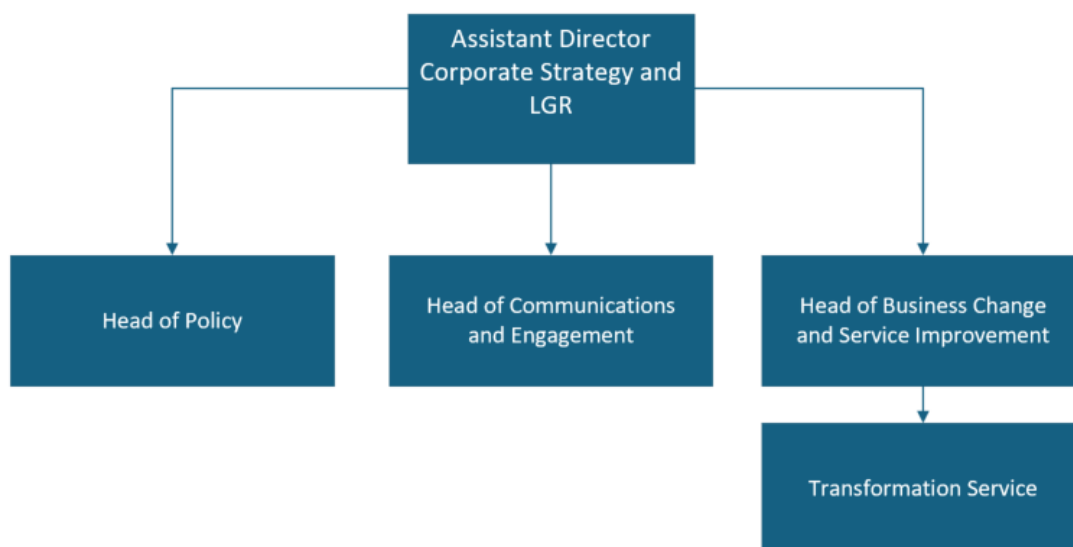
The post will be pivotal in translating the Council's strategic goals, corporate priorities and emerging issues into well executed programmes and projects..

The role will support effective governance, insight, assurance and escalation arrangements to enable delivery, monitor outcomes and provide clear routes for senior leadership escalation.

You will be responsible for:

- Supporting delivery of the Council's corporate priority activity while informing and developing our ambitions for the future.
- Supporting the organisation to translate complex ideas into action.
- Designing new approaches that focus on the widest possible social and economic value.
- Navigating the complexity of the wider public sector system with all its challenges and ambiguity, using influence and excellent judgement to move things forward despite uncertainty.
- Working collaboratively and empathetically with the community to ensure outcomes are community designed and led.
- Acting as a senior advisor to councillors and the corporate leadership team.
- Motivating and developing a large team of individuals with a range of backgrounds and skill sets, with a focus on both performance and potential.
- Overseeing the development and management of allocated budgets and commissioned activity, reinforcing the importance of value for money in interactions at all levels in the organisation.
- Providing clear and visible leadership which models the Council's values and behaviours.

TEAM STRUCTURE:



MAIN DUTIES:

1	To work with senior management and elected members to develop and maintain corporate approaches to business change, service improvement and priority delivery that support the Council's objectives and service priorities within a single Council-wide culture. Providing advice to senior Officers and Members using technical expertise and informed judgement to deliver successful outcomes.
2	To lead on the development of a range of organisational strategies and translate these into clearly defined plans, programmes and improvement activity that are strategically, financially and operationally sustainable. The postholder will work with colleagues across the Council to build an environment that supports change and improvement. To develop and own the pipeline of corporate priority activity in relation to business change and service improvement, including the governance, business and communications processes within it. To develop key work streams of business change and service improvement activity in close liaison with senior managers, service teams and strategic partners to ensure required benefits and service improvement. Advising and supporting senior managers in undertaking projects, providing advice and expertise on appropriate business solutions.
3	To scan the horizon to anticipate and analyse all issues relevant to council services, national policy, legislative change, external expectations and local priorities, developing and agreeing short and medium term plans for implementation to maintain effectiveness of service delivery and support senior leadership decision-making.
4	To ensure the Council's approach to programme and project management follows best practice to secure clear and measurable outcomes that deliver the Council's corporate objectives. Ensuring effective leadership of interdependencies, risks and issues, known or emerging. Supporting ongoing communications and engagement strategies in relation to business change, improvement and corporate priority activity. To ensure that projects and commissioned activity are delivered in accordance with the corporate approach to governance and management, including supporting the quality assurance and benefits realisation.
5	Leading by example the post holder will role model the Council's values and leadership behaviours, championing innovation, commercialisation, service quality and continuous improvement. The post holder will challenge existing practice and behaviour and identify

	new and better ways of working delivering services to help the Council achieve its strategic outcomes within the context of financial challenges, whilst increasing customer satisfaction. To provide clear and visible leadership that motivates and develops staff within the team, and the wider organisation, so that the organisational capacity and capability expands to meet future challenges.
6	To develop partnerships which enhance the Council's business change, improvement and corporate coordination activity, including public, private, and voluntary sectors as well as academic and research institutions.
7	To effectively manage allocated budgets and the pipeline business change, service improvement and corporate priority activity,, ensuring high impact and appropriate return on investment. Maximising value and service improvement outcomes and creating mechanisms that enable levels of success to be monitored and quantified.
8	To lead, motivate and hold senior managers to account for performance and delivery of a range of business change and service improvement initiatives, ensuring delivery on time and budget, so that anticipated outcomes are fully understood, future proofed and benefits are realised.
9	Act as the Council's representative at key external working groups, conferences and other third-party events; building strong working relationships with colleagues from other local authorities, central government departments, other local and national bodies as appropriate in order to identify opportunities for change and service development.
10	Responsibility for the leadership, professional development and line management of the staff within the team, providing support and supervision to staff, carrying out recruitment, inductions, appraisals and managing performance. To manage the allocation of team resources across a range of corporate objectives.
11	To be accountable for the management and performance of individuals from other departments of the Council and strategic partners as part of the management of specific projects.
12	To develop and lead the Chief Executive's Office. Coordinating horizon scanning, corporate briefings, CLT and Policy Briefing forward planning, action tracking, insight, assurance and escalation activity, ensuring clear alignment between strategy, delivery, performance and corporate governance.
13	To have the lead for a Change Influencer network across the council, to promote and champion key change initiatives.
14	To identify and highlight emerging risks and potential roadblocks to successful project implementation, developing and implementing an approach to gateway review. To initiate and facilitate deep dive reviews, where appropriate, of 'at risk' projects to identify and address issues and effectively mitigate risks that threaten the achievement of agreed outcomes.
15	Manage and be responsible for the allocated budget, providing accurate outturn forecasts and ensuring financial matters are dealt with in accordance with the Council's Finance Procedures. Contribute towards the medium term planning process, identifying base budget pressures and opportunities for reducing expenditure and maximising income across the Council.
16	Write complex reports, briefing papers and deliver presentations for a wide range of audiences on business change, service improvement, corporate priorities strategy and operational issues and act as a point of contact for onward dialogue.
17	To deputise for the Assistant Director – Corporate Strategy and LGR at identified meetings, briefings and through responding to enquiries from councillors and senior leaders.

PERSON SPECIFICATION			
Requirements	Where identified*	Essential	Desirable
A demonstrable understanding of the principles and application of programme and project management tools and techniques.	A/I	X	
Experience at a leadership level; including: • Leadership experience of large cross functional programmes • Change management • MSP / Prince II • Business process redesign • Effective delivery of a range of financial and non-financial benefits • Senior leadership experience in a large complex multi-functional organisation • Experience of working in a political environment • Experience of successfully delivering change, efficiency and service improvements • Effective people management experience and outcomes • Understanding of financial management including budgets, (revenue and capital), project and programme costs and benefits • Experience of adopting a commercial approach to drive efficiency	A/I	X	
An awareness of the workings of local government, the challenges and opportunities currently facing it, and the needs of citizens.	A/I	X	
Strong understanding of the benefits of applying new delivery models applicable to a range of council services.	A/I/P	X	
Clarity of thought, the ability to think strategically and translate concepts and ideas into meaningful plans and actions.	A/I/P	X	
Lead, inspire, influence and motivate people towards a common objective and to tackle performance issues effectively.	A/I	X	
Align policies with delivery, translate strategy into targets, plans and action and to put in place the organisational needs and project arrangements to ensure the achievement of the objectives.	A/I	X	
The ability to work collaboratively to promote and deliver the Council's interests and objectives across the organisation and with partners/stakeholders.	A/I	X	
Demonstrable evidence of policy judgement, political awareness and astuteness.	A/I	X	
Strong self-belief, confident in explaining decisions whilst overcoming barriers to implementation.	A/I	X	

Excellent communication skills, verbal, written and listening and the ability to adapt personal style to meet the needs of a range of audiences.	A/I/P	X	
Ability to act as an ambassador for the Corporate Leadership Team, senior officers and the Council in a range of situations. Taking significant responsibility for the direction and performance of the organisation as a whole.	A/I	X	
The ability to convey a shared sense of purpose and direction, enabling staff and others to engage with, understand and contribute to the successful delivery of the Council's objectives.	A/I/P	X	
Experienced in senior roles with a strong background of seeking and responding to feedback through self-development activities.	A/I	X	
Understanding and application of risk management protocols, including reporting and mitigation.	A/I/P	X	
Ability to engage successfully with senior stakeholders, challenging and influencing others to achieve desired outcomes. Able to demonstrate awareness of business and organisational sensitivities and reflect this in approaches to resolving issues and problem solving.	A/I	X	
A proven track record of managing significant change and influencing organisational culture at a senior level in a large, complex organisation.	A/I/P	X	
Experience of developing strong and effective relationships across and out with the organisation.	A/I	X	
Strong track record of delivering successful programmes and projects across organisational boundaries.	A/I	X	
Evidence of highly visible leadership style with successful outcomes for staff and the organisation.	A/I	X	
Evidence of having developed new ways of thinking for a problem or situation.	A/I	X	
Experience in managing and reporting against budgets.	A	X	
Advanced influencing and negotiation skills and the ability to analyse high volumes of complex data.	I	X	

*A = Application form T = Test/Assessment I = Interview P = Presentation

GENERAL

The postholder is required to take personal responsibility for contributing to organisational transformation and changes in ways of working, maximising the benefits and efficiencies for both internal and external customers, including the promotion and use of self-service to achieve maximum cost effectiveness.

The postholder is expected to work to the [Lincolnshire County Council Core Values and Behaviours](#) and to carry out the duties in accordance with Lincolnshire County Council policies.

Other Duties - The duties and responsibilities in this job description are not exhaustive. The post holder may be required to undertake other duties within the general scope of the post. Any such duties should not substantially change the general character of the post. Duties and responsibilities outside of the general scope of this grade of post will be with the consent of the post holder.

Safeguarding -. All employees need to be aware of the possible abuse of children and vulnerable adults and if you are concerned you need to follow the Lincolnshire County Council Safeguarding Policy. In addition employees working with children and vulnerable adults have a responsibility to safeguard and promote the welfare of children and vulnerable adults during the course of their work.