

Leeds City Council

Role Specification

Dir 60%

Job title:Head of Transformation

Date: March 2020

Ref: 430

Job Purpose The post holder supports the Chief Officer to deliver programmes of strategic significance to the Council in order to deliver services in line with Council & Directorate priorities. They will take lead and be responsible for implementing the service plan and drive continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate management teams.

The Head of Transformation will lead and be responsible for the development and delivery of programmes of strategic significance to the Council. The role will take the lead and be responsible for the development and delivery of the Service Transformation work managing the delivery of a portfolio of programmes to facilitate innovation and improve the efficiency and effectiveness of services and functions across the Directorate.

Key Requirements

To be the senior officer responsible for driving a programme of transformation work that delivers the Council's ambitions in terms of time, budget, quality and quantity, and that fits with the Council's wider strategic goals and values.

Lead on the strategic and operational management of programmes that deliver transformational change, in terms of time, budget, ways of working, quality and quantity that fits with the Council's wider strategic goals and values.

Undertake effective management of the training and development team.

Ensure effective service delivery through effective communication, governance, project, and budget and risk management.

Ensure the achievement of programme aims and objectives, in accordance with agreed scope, plan, quality standards, and established policies and within the specified constraints of time and cost,

Ensure each project is initiated, scoped and properly controlled, in accordance with formal programme and project management methodology.

Maximise the use of digital innovation, to identify opportunities to stimulate innovative ways of working.

Ensure that risks are identified and effectively managed at both programme and project level, so that management action can be taken in good time, where necessary.

Manage and monitor the development and delivery of programme benefits across Directorate and promote the change programme vision to staff, senior managers and members across the organisation.

Identify, secure and monitor resources and staff from relevant services areas, as necessary, to manage and be responsible for delivering specific projects and work packages within the programme.

Appropriate professional qualification or equivalent substantial knowledge gained through significant managerial experience across the service area.

To bring together and provide leadership to the wider internal disciplines essential to the success of the service, including (but not limited to) support from finance, legal and procurement.

Experience of working with senior management to shape and influence the delivery of the council's strategic priorities at a City, Directorate and Service level ensuring people issues are kept at the forefront

To ensure effective service delivery through effective governance, project, budget and risk management.

Evidence of developing and driving a culture which puts customers first and where everyone can realise their potential and 'feels they count'

To build confidence with senior officers, elected members and partners, ensuring that they are appropriately briefed and involved in relation to any service issues and that information is available and accessible to senior internal stakeholders

Demonstrate knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions e.g. child protection, health, safety and security, confidentiality and data protection. Promoting compliance with Leeds City Council policies and procedures.

In line with the Budget Management Accountability Framework to be responsible and accountable for developing appropriate, proportionate and effective financial solutions to be implemented across the service.

To take lead and build strong and dynamic relationships and networks and build trust with individuals and partner agencies and external organisations to deliver better outcomes.

To manage, promote and deliver positive solutions to achieving diversity and inclusion in all aspects of service delivery, community engagement and human resource areas, focussing on equality of outcome.

Substantial experience in building credible and effective collaborative relationships with internal and external stakeholders including Directors, elected members, Trade Unions, colleagues and partner organisations to understand future challenges and to deliver effective workforce solutions.

Detailed knowledge and understanding of economic strategy and policy, understanding of local government political systems and experience of working on politically sensitive issues including significant experience of developing productive working relationships with Council Members, trade unions and members of the Corporate Leadership Team which commands respect trust and confidence.

Working Context - The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region. Hours are worked mainly Monday-Friday, in accordance with the needs of the service; however the post holder will be expected to work outside normal working hours, including attendance at evening/weekend meetings or events as required.

Role profile

Roles at this level support the Chief Officer in setting the purpose and strategic direction and in leading, developing and ensuring the effective delivery of service, directorate and corporate priorities, which contribute to the achievement of the Council's vision and strategic outcomes. This involves leading the planning, organising and commissioning the delivery of services to and on behalf of the organisation and all partners and stakeholders in the medium to long term. Roles at this level are also accountable for the delivery of council statutory functions relative to the specific service.

People in these roles have a proficiency in a specialised field or a broad understanding of relationships between different functions and services. They have the ability to select, develop and assess the suitability of ways of working; and will have highly developed skills in persuading, influencing, developing and motivating people and establishing effective partnerships to achieve service objectives.

As part of a directorate/service leadership team; roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country.

Knowledge – have an appropriate professional qualification or equivalent substantial knowledge gained through significant managerial experience across the service area using your diverse knowledge and expertise to evaluate business practice and assess and influence innovative ways of working and to plan and enable the highest levels and standards in the delivery of work within your professional area or across services

Have a comprehensive knowledge of local, regional and national issues which influence the city and council policy and practice, and strategy within your service area leading changing programmes and priorities based on in depth expertise and knowledge of the economic, business, cultural and political environment within the city and region. You enhance the capacity to respond positively to change through persuasion, influence and motivation

Leadership & strategic planning – Demonstrate strong leadership and management skills that create a high performance culture across the service(s) and delivers the most efficient and effective business solutions around people, process and statutory functions. There is evidence of a high performing engaged and productive workforce where everyone achieves their potential and ‘feel they count’ and where there is a drive to deliver solutions focussed quality outcomes

Manage confidential, challenging and highly sensitive issues/situations which involve negotiation, persuasion and influencing skills to plan and prioritise the strategic direction of the service area successfully influence and motivate in your interactions with others. Business and service plans are in place and contingencies are identified so that objectives can be met

Develop, implement, promote and evaluate strategies and key plans, projects and programmes of significant importance to the Council and contribute to overarching strategies for the organisation and its partners and stakeholders leading the operational and strategic decisions and direction for the service and for project/programme management of cross cutting and partnership initiatives that balance all stakeholder needs and outcomes

Collaboration & innovation – Create a vision and direction that challenges and looks beyond the obvious and inspires and motivates others to achieve by driving change, leading by example and promoting the ambition to become the best city. Providing visionary leadership, promoting and articulating key priorities. You confront issues and challenge assumptions, having regard for risks and seizing opportunities to innovate and implement solutions on complex issues.

Establish, develop and maintain effective and collaborative working relationships with a range of internal and external stakeholders and partners to improve and enhance service delivery and innovation brokering collaborative working relationships, co-producing jointly owned outcomes with partners and stakeholders across the city and region

Problem solving & decision making – You use a breadth of vision and innovative problem solving within the strategic framework in situations which can often be ambiguous, unstructured or intangible accurately analysing information and make timely well-judged decisions by understanding different interests, weighing options, mitigating risk and seizing opportunities in order to achieve successful outcomes across a diverse range of, related and unrelated issues

Understand the need to balance corporate requirements with operational responsibilities for the implementation of appropriate, proportionate and effective solutions to complex service delivery problems meeting key business and organisational objectives and influence and contribute to the broader responsibilities of the directorate by building consensus within a multi-agency/partnership environment

Deliver – Develop and maintain good working relationships with partner organisations, internal and external customers and wider networks to enhance services and deliver the councils vision and corporate and directorate objectives promoting the Council’s values through the delivery of strategic objectives. Policy direction is translated into service outcomes; service and business plans and targets are communicated cascaded and monitored

Lead the development, delivery, implementation and management of a number of complex and potentially conflicting strategies and operational issues/priorities to meet required service outcomes at directorate, organisational and local levels leading on the understanding, execution and delivery of statutory functions

Activities within the service are directed and controlled to ensure that the required outcomes and standards are delivered. Service quality, customer satisfaction, efficiency and continuity are maximised ensuring the council meets its legal and statutory responsibilities and compliance is assured

Resource & people management – Review and monitor the performance of services, systems, budgets, teams and individuals against standards and agreed outcomes in a cost effective and flexible way that is responsive to a dynamic national, local and political context You have a thorough understanding of the issues facing the Council within its economic, business, cultural and political environment. Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised

Engage, develop and performance manage resources that support adaptable ways of working and create strong more flexible teams with the right people in the right place with the right skills using a coaching and mentoring approach to motivate, enthuse and drive individuals within the directorate to create a high performing workforce and an organisational culture of shared accountability and continuous improvement

Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making demonstrating sound financial scenario planning and a cost conscious approach to the development of business cases to support service transformation

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility

LCC Values

Leeds City Council values are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave. Leeds City Council expects all its employees and councillors to observe our core values and to understand our codes of conduct for ethical behaviour, correct use of the Digital Information Service (DIS) facilities and protection of sensitive information.

They reflect the current needs of the city. In a period of immense change and real challenge we must be both confident and decisive about what we do and how we do it. Observing our values can help us:

Working as a Team for Leeds Work in ways which are open, inclusive, responsive and accountable to develop and maintain good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds

Being Open, Honest & Trusted Ensure citizens and council members are provided with all relevant information to make decisions, learn from mistakes and seek to promote continuous improvement and best practice

Working with Communities Work effectively with the variety of partners to deliver services, communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment

Treating People Fairly Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens

Spending Money Wisely Set high expectations of achievement across a range of strategic outcomes, actively seek out opportunities to improve delivery of services through partnership and feedback from service users