

Head of Transformation and Culture Change



A Head of Service responsible for the delivery of a professional capability for the Council through leading a support function(s), tactical expertise area or corporate level projects.

Generic Responsibilities

- Lead a team of professionals, or act as lead professional, developing annual business plans and manage the operational delivery of services in order to deliver core objectives.
- Provide professional expertise and best practice to support the development and implementation of operational plans and ensure on-going professional development of self and others.
- Be engaged in delivering diverse and complex support services, providing expert professional advice and guidance to senior stakeholders including senior officers and elected members, to ensure that high quality service outcomes are achieved for service users.
- Play an influential role in advising, challenging and influencing stakeholders on trends, developments, issues, opportunities and innovations to support medium term planning and the delivery of improved outcomes.
- Allocate resources appropriately to support and ensure the delivery of specific objectives and intended outcomes and demonstrate value for money.
- Collate, analyse and interpret intelligence on emerging service trends, developments, issues, opportunities and innovations in order to support senior managers and other stakeholders in planning, policy setting and the delivery of improved service outcomes.
- Motivate, manage and develop staff to support a culture of high quality performance and continuous improvement to achieve excellent outcomes that meet the needs of citizens within a fixed level of resources. Resolve performance issues in order to support a culture of performance and productivity.
- Advise stakeholders on risks and issues related to regulations and standards and investigate any areas of concern, implementing policies to support the delivery of Council objectives and plans and that comply with all relevant legislation and statutory requirements.
- Develop Council wide operational policies and procedures within a broad but distinct area of expertise in order to drive best practice and legislative compliance across the Council
- Manage discreet programmes (focussed or Council wide) and projects to ensure they deliver their outcomes within agreed standards of cost and time.
- Be involved in collaboration across the Council as well as the public sector and wider city region to design and deliver solutions that are focussed on delivering a system-wide impact for residents.

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Responsibilities as a Member of the Senior Management Team

- Accountable within a matrix management arrangement for the achievement of commissioned outcomes in line with agreed strategic plans.
- Accountable within a matrix management arrangement for the quality of service(s) consistent with the framework set by Service Directors, Strategic Directors and the Chief Executive.
- Responsible for regular reporting of performance against outcomes and quality standards.
- Responsible for highlighting through matrix management arrangements significant risk to the achievement of outcomes and opportunities to enhance delivery.
- Responsible for embedding a performance culture within services which reports on the basis of agreed evidence and policy.
- Responsible for the delivery of commissioned outcomes utilising professional and specialist expertise of others across the organisation/partners as relevant.
- Accountable to a named Service Director for performance appraisal and career development.
- Supports Service Directors to ensure relevant elected members are appropriately briefed and supported on all issues within their remit
- Effective corporate management with other Heads of Service to drive standards
- Carry out other duties as specified from time to time.
- Monitor and manage service delivery within available budgets and improvement targets
- Responsible for workforce development including planning, development, sufficiency and succession planning for current and future need

Specific Responsibilities

- Corporate Lead for transformational change within the council
- Leads and develops the council's portfolio management office (PMO) to drive delivery of significant change and service improvement across the council and partners
- Co-ordinates activities across the council's portfolio of transformational change and identifies and resolves or escalates critical risks for consideration by senior officers and councillors
- Manages external suppliers effectively and within agreed budgets to deliver defined services
- Identifies how innovative approaches can be applied within the council, partners and communities to drive transformation of the council and its relationships
- Seeks best practice from, and shares with, others to keep the council's transformation journey relevant, ambitious, innovative and deliverable
- Makes recommendations on courses of action to achieve strategic outcomes
- Actively engages outside of the council to network and collaborate to enhance our strategic thinking
- Provides corporate leadership on how we create the conditions for cultural change across the services provided by the council and wider partners in Kirklees
- Set the conditions for, commission and work with skilled Organisational Development resources across the council and partnership, e.g. to ensure the workforce development needed to support a modern, flexible local authority, working across broader systems
- Ensures cost effective delivery of high quality services
- Supports a culture of high expectations in service delivery ensuring joined up services focused on excellence and delivering agreed outcomes
- Consistently applies intelligence led decision making ensuring best practice, data and intelligence are used to drive continuous improvement and operational practice
- Embeds a service framework for monitoring the achievement and impact of changes and ensures a feedback loop into strategy across the wider council.
- Embeds a partnership ethos to achieve jointly commissioned outcomes across the council and its wider partners

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Skills, Knowledge and Experience

- Ability to lead, manage and develop a team or provide technical leadership through a matrix structure.
- Strong influencing and stakeholder management skills and the ability to build relationships at a political, senior and management level.
- Up-to-date knowledge of external issues (legislative, regulatory, best practice standards etc.) that affect own specialist area.
- Substantial experience providing a depth and breadth of knowledge across an organisation; organisation subject matter expert in own specialist area.
- Significant level of senior level leadership experience, providing depth and breadth of knowledge to act with credibility at this level.
- Excellent people leadership skills and strong sense of doing what's right for residents.
- Understanding of wider issues in local government, partner organisations, public and private sector.
- Demonstrable commitment to performance management and productivity to meet the Council's priorities.
- Ability to demonstrate strategic capability and capacity.
- Committed to and champions Diversity and Inclusion.
- Committed to and Champions Safeguarding.
- Demonstrates a flexible, creative and innovative solutions focused approach.
- Strong change management skills.
- Substantial experience that demonstrates financial acumen.
- Ability to challenge appropriately at all levels and in a range of forums.
- Understanding that commercial and entrepreneurial acumen will be increasingly expected and commitment to develop this.

Behaviours and Expectations

- Is a role model for and champions the Council's [Behaviours and Expectations](#).

Current Portfolio

