WHERE CAREERS THRIVE

When potential is unlocked, talent *thrives*

West Northamptonshire Council

Job description and person specification

# Head of Transformation & Service Improvement

## Resources Directorate - Workforce, Technology & Change

Thank you for your interest in this role. Our vision at West Northamptonshire Council (WNC) is: 'to make West Northants a great place to live, work, visit and thrive'.

We truly stand by this and work hard every day to make this a reality, and at WNC it's about our people. People who thrive with ambition, bring new ideas, demand better ways of working, care about every detail, and who never shy away from a challenge.

Our culture is a gateway for new experiences. A place to forge new opportunities. To empower you in your career and unite you with like-minded people. When potential is unlocked, talent thrives.

## Purpose and impact:

To provide strategic leadership for West Northamptonshire Council's transformation programme, establishing a clear corporate transformation strategy, roadmap and prioritised portfolio that supports delivery of the One West Northamptonshire Plan, the Medium-Term Financial Strategy and improved outcomes for residents. The postholder will lead a team of programme managers and directly manage and develop the Programme Management Office so that the Council has stronger grip, assurance, governance, prioritisation, resource planning and benefits realisation across its major programmes.

The role will lead a more disciplined and innovative approach to transformation, working with senior leaders, services and partners to turn strategic priorities into deliverable programmes and sustainable operating models. It will ensure proposals are shaped early using evidence, business analysis, data, insight and clear options appraisal, with a strong focus on service redesign, digital enablement, automation, AI and maximising the value of the Council's existing technology investments.

The impact of the role will be a more mature, visible and consistent transformation model that directs capacity to the work that delivers the greatest value, improves productivity, supports financial sustainability, modernises services and enables lasting organisational change. It will help WNC build the confidence, capability and governance to test innovation safely, scale what works and embed new ways of working that improve outcomes for residents, services and staff.

## Accountable to:

This role is accountable to the Corporate Director Workforce, Technology and Change and sits within the Resources Directorate – Workforce, Technology and Change. The postholder will provide leadership for the Council's transformation portfolio, directly line manage a team of programme managers, and lead and develop the Programme Management Office. The role will work closely with the Digital, Data & Technology (DDaT) function, Finance, Senior Responsible Owners and wider senior leadership and management teams to ensure transformation activity is aligned to the Council's strategic, financial, digital and service priorities, with clear governance, assurance, prioritisation, resource planning and measurable benefits.

## Responsibilities:

1. **Transformation strategy and portfolio direction:** Lead the development and delivery of WNC's corporate transformation strategy, roadmap and prioritised portfolio, ensuring alignment with the One West Northamptonshire Plan, Medium-Term Financial Strategy and agreed organisational outcomes.
2. **Service, system and digital redesign:** Lead service, system and digital redesign across the Council, working with services, partners and DDaT to develop sustainable operating models that improve resident outcomes, productivity, efficiency and financial resilience.
3. **Innovation and technology-enabled change:** Champion innovation and technology-enabled transformation, including Microsoft 365, Power Platform, automation, AI and data-led improvement, ensuring new approaches are safely tested, governed, scaled and embedded where they deliver measurable value.
4. **Leadership and delivery standards:** Provide visible leadership and delivery expertise to a team of programme managers, ensuring transformation capacity is directed to the Council's highest-priority programmes and that practice is to a consistent, good standard across all teams.
5. **PMO Development**: develop the Programme Management Office, setting consistent standards for governance, assurance, reporting, prioritisation, delivery control, escalation and portfolio oversight.
6. **People management and development:** Line manage, coach and develop programme, PMO and change professionals, setting clear expectations, supporting performance, strengthening capability and creating an inclusive, high-performing team culture.
7. **Transformation pipeline and business case development:** Work with the Executive & Senior Leadership Team to establish and manage a clear transformation pipeline, ensuring proposals are shaped early using evidence, data, insight, business analysis, options appraisal, affordability, deliverability, risk and expected benefits.

8. **Portfolio delivery, assurance and benefits realisation:** Oversee end-to-end delivery across the transformation portfolio, maintaining grip on scope, schedule, budget, quality, risks, issues, dependencies, corrective action and the realisation of financial and non-financial benefits.
9. **Senior stakeholder engagement and organisational capability:** Work with senior leaders, Senior Responsible Owners, service directors, Finance, suppliers and partners to secure commitment, manage resources and budgets, support effective decision-making and build transformation, PMO and change capability across the organisation.
10. **Change management, governance and corporate responsibilities:** Ensure transformation activity is delivered with strong organisational change management, responsible use of public resources, equality and inclusion, health, safety and wellbeing, secure information management and clear accountability for outcomes.
11. **Personal Productivity**: Use Microsoft 365 and council systems effectively to work efficiently, collaborate with others and manage information safely, including storing, sharing and handling data securely in line with council policies.
12. **Behaviours & Values:** Actively challenge and seek to eliminate any directly or indirectly discriminatory practice or behaviours.
13. **Health, Safety & Wellbeing:** Demonstrate awareness and understanding of other people's behavioural, physical, social and welfare needs and ensure that reasonable care is taken at all times for the health, safety and welfare of yourself and other persons.

This job description reflects the major tasks to be carried out by the post holder and identifies a level of responsibility at which they will be required to work. In the interests of effective working, the major tasks may be reviewed from time to time to reflect changing needs and circumstances. Such reviews and any consequential changes will be carried out in consultation with the post holder.

# Person specification:

The requirements for the role are outlined below and will be part of the selection process. Each of the criteria listed below will be measured by:

(A) Application Form, (T) Test, (I) Interview, (P) Presentation, (D) Documentation.

Note: Where digital skills are an important part of the role, candidates may be asked to complete a separate task or assessment to demonstrate their ability to use Microsoft 365 and other relevant systems

| **Skills and abilities:** | Essential / Desirable | Measured by |
|---|---|---|
| Excellent communication, influencing and negotiation skills, with the ability to build trusted relationships with senior leaders and services to secure commitment to complex transformation priorities. | Essential | A, I, P |
| Proven ability to lead, motivate and develop programme, PMO and change professionals, building capability, consistent standards and a high-performing delivery culture. | Essential | A, I |
| Ability to build effective partnerships internally and externally, including with DDaT, Finance, managers and suppliers. | Essential | A, I |
| Ability to present portfolio delivery, risk, financial and benefits information clearly through reports, dashboards, presentations and senior-level briefings. | Essential | A, I, P |
| Strong ability to work at pace in a complex and politically sensitive environment, managing ambiguity, competing priorities, risks and dependencies while maintaining delivery grip. | Essential | A, I |
| Ability to use evidence, data, insight, business analysis and options appraisal to shape proposals, solve complex problems and support evidence-based decision making. | Essential | A, I, P |
| Ability to embed equality, inclusion, health, safety, wellbeing and responsible use of public resources into transformation activity, service redesign and organisational change. | Essential | A, I |
| Excellent knowledge of Microsoft 365, including Outlook, Teams, Word, Excel, PowerPoint, CoPilot, OneDrive and SharePoint, with the ability and willingness to use these tools confidently and effectively in day-to-day work. | Essential | A,I |
| Information & Data Handling: Able to handle information responsibly, store records securely, share data appropriately and follow council policies and procedures on data protection, records management and information security. | Essential | A, I |

| **Knowledge:** | Essential / Desirable | Measured by |
|---|---|---|
| Strong knowledge of portfolio, programme and project management, including PMO governance, assurance, gateway reviews, risk management, reporting, prioritisation and delivery control. | Essential | A, I, P |
| Strong understanding of transformation strategy, service and operating model redesign, organisational change management, benefits realisation, financial sustainability and local government decision-making. | Essential | A, I, P |
| Knowledge of digital, data and technology-enabled transformation, including the safe and effective use of Microsoft 365, Power Platform, automation, AI and data-led improvement to support productivity and service outcomes. | Essential | A, I, P |

| **Relevant Experience:** | Essential / Desirable | Measured by |
|---|---|---|
| Experience in a complex organisation, with responsibility for transformation, portfolio or programme delivery, resources, budgets and people management. | Essential | A, I |
| Experience of establishing or developing a PMO or corporate programme function, embedding governance, standards, assurance, reporting and a single source of truth across a portfolio. | Essential | A, I |
| Experience of developing and prioritising transformation pipelines, using business cases, options appraisal, affordability, deliverability, risk and benefits to support sound investment decisions. | Essential | A, I, P |
| Proven track record of delivering complex transformation programmes and measuring financial and non-financial benefits, including productivity, efficiency, service improvement and resident outcomes. | Essential | A, I |
| Experience of leading service, system and digital redesign, working with technology, data and change specialists to improve operating models, productivity and customer or resident experience. | Essential | A, I |
| Experience of operating effectively in a political environment, providing clear, balanced and evidence-based advice on strategic, financial, digital and service transformation issues. | Essential | A, I |
| Experience of championing innovation and technology-enabled change, including testing, scaling and embedding new approaches that deliver measurable value. | Desirable | A, I, P |

| **Education, training and work qualifications:** | Essential / Desirable | Measured by |
|---|---|---|
| Degree-level education or equivalent senior-level experience in a relevant discipline, with evidence of continuing professional development. | Essential | A, D |
| Programme, project or portfolio management qualification, such as MSP, PRINCE2, Agile, APM or equivalent demonstrable experience. | Essential | A, D |
| Change management, business analysis, service design, digital transformation or benefits management qualification, or evidence of significant related experience. | Desirable | A, D |

All appointments are subject to standard pre-employment screening. This will include identity, references, proof of right to work in the UK, medical clearance and verification of certificates.

## Day-to-day in the role:

| | | | |
|---|---|---|---|
| **Job family & salary band:** | Band 12 | **Worker type:** | Part-flexible |
| **People management responsibility:** | Yes | **Budget responsibility:** | Yes |

Current pay scales and other benefits are published on the Jobs and Careers section of West Northamptonshire Council's internet.

**Working conditions & how we work:**
This role has been identified as a part-flexible worker type, this means that you will be able to worker from other work locations and when not working from an office you will be working remotely for up to 3 days a week (including from home).

## Our organisational values and behaviours

Everything we want to achieve for West Northants depends on having the right people in place and doing the right things and we want all colleagues to THRIVE, both personally and professionally. Our values and our behaviours framework underpin how we work and what partners and customers can expect from us. We want to do our very best for our residents, service users and businesses and for our staff – we want everyone to THRIVE.

| | | |
|---|---|---|
| **T** | Trust | We are honest, fair, transparent and accountable. We can be trusted to do what we say we will. |
| **H** | High Performing | we get the basics right and what we do, we do well. We manage our business efficiently. |
| **R** | Respect | we respect each other and our customers in a diverse, professional and supportive environment. |
| **I** | Innovate | we encourage curiosity, we are creative and seize opportunities to grow individually as an organisation and as an area. |
| **V** | Value | We continually strive for best practice and ways of improving existing procedures, practices and systems and thereby promoting efficiency and cost effectiveness |
| **E** | Empower | we believe in people, will listen, learn and trust them to make decisions. We help people to realise their ambitions. |

**WNC values colleagues as individuals and encompasses our different perspectives to deliver our collective ambitions. One West inclusive culture.**

Should you require this document in another format or language, please contact: Careers@westnorthants.gov.uk

WHERE CAREERS THRIVE

# When potential is unlocked, talent *thrives*

Choose a career that offers you a true sense of achievement, fills you with pride and challenges you in a positive way, everyday.

## The benefits of a career at WNC include:

- **People** are at the centre of everything we do. Without our people, we wouldn't be able to deliver services to the people in our community.
- **Ambition** runs through everything we do at West Northants Council, we nurture and develop our people's ambition and willingness to succeed, to continually improve the service we provide to the community.
- **Care** is at the heart of West Northants Council, we care in so many ways; seen and unseen, helping our colleagues and community to thrive.
- **Flexibility** is key, we know work-life balance is critical to wellbeing, so we work hard to make sure our benefits package promotes and improves wellbeing; from annual leave, sick pay, family leave and flexible working, financial security offered by a local government pension scheme and life assurance, and discount schemes which make a difference to your day-to-day life, through to employee helplines offering free legal, health, financial and wellbeing advice and support.

We want you to have balance and be happy.

West Northamptonshire Council