

Director of Organisational Development and Change

Candidate information pack

January 2020

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Lancashire

County
Council



Welcome from Stephen Young – Executive Director of Growth, Environment and Transport & Senior Sponsor for Organisational Improvement

Dear Candidate

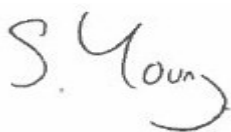
Lancashire is a great council to work for and an excellent place to live and visit. We already have a great deal to be proud of and strong foundations to build on as we try to achieve our vision to make Lancashire the best place to live, work, visit and prosper. I am looking for an exceptional individual to help push us forward through enacting positive change and improvement in what we do and how we do it.

This is a key job with many opportunities and challenges. Alongside my role as Executive Director responsible for Growth, Environment and Transport, I am also the senior sponsor for our ambitious organisational improvement programme that is currently taking shape. We have a blended team of council staff and external specialists currently reviewing and shaping our improvement priorities so that we can focus on the critical issues that will achieve the best possible outcomes for our customers. This work has wide reaching aspirations and I need someone alongside me to drive and shape activities day to day whilst also holding both internal and external resources to account. Lancashire is a big and ambitious council and the successful candidate will be given lots of opportunity to grow, develop and make a real impact on shaping our organisation.

We recognise that change and improvement is not simple or straightforward and that there is a need to invest to ensure our organisation remains fit for purpose and can rise to meet the ever increasing demands and challenges that are facing local authorities. Therefore, we have already begun bolstering our strategic capabilities through the recent recruitment of a Chief Digital Officer (CDO) who will help us to realise the ambitions outlined in our Digital First Strategy. The Director of OD and Change will work closely with the CDO to ensure our organisational priorities set the agenda for digital and technological change, keeping the customer experience always at the forefront of decision making. Similarly, the successful candidate will play a crucial role in shaping priorities and activity involving people and processes and will act as a lead commissioner of internal services to ensure delivery against our improvement objectives.

If you wish to help us to make Lancashire County Council an outstanding organisation, fit and prepared for the future and are equipped to meet the challenges that embedding wide reaching improvement and change will bring, then I would love to hear from you.

Yours sincerely



About us

Lancashire is a wonderful place to live and work and it's also one of the fastest growing locations in the UK. As the fourth largest local authority in the country and the largest in the North, we serve 1.2 million residents and deliver a wide range of innovative, successful services that really make a difference to people's lives.

Our vision

Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper. We want Lancashire to be the county people choose to create a home, raise their children, develop a career and grow old in. We are committed to developing and celebrating our diverse communities, heritage and landscape to create a strong sense of place we can all be proud of.

A need for change

We have started our journey by embarking on an ambitious and wide reaching organisational development programme, harnessing the knowledge and expertise of our excellent staff with support and guidance from some specialist external partners. We need to make it simpler and easier for our staff to do their jobs, to capitalise on the benefits of technology and ensure the customer is at the heart of all of our decision making so that we can continue to provide enhanced outcomes for our citizens both now and in the future. As a key part of the senior leadership team, you'll build on your past experience to act as a key driver for change to help turn us into a council that's fit for the future – one that remains financially stable and excels at supporting economic growth, improving wellbeing and protecting the most vulnerable.

About the council

Our corporate governance structure consists of a leader, a cabinet and an overview and scrutiny function.

The county council has all-out elections every four years and when we last went to the polls the council became a Conservative controlled authority. The new administration has been in place since May 2017 and we are currently in the middle of looking at how the council can continue to serve the public effectively despite huge reductions in funding.

There are 84 county councillors elected to cover the 12 Lancashire district areas. In Lancashire there are also two unitary authorities (Blackburn with Darwen and Blackpool) which are not represented by our councillors.

The county council exists to serve everyone who lives or works in Lancashire, helping people to be healthy, happy and enjoy a good quality of life. We're also here

to protect the most vulnerable members of our communities who need some extra support.

Some of our services are very visible to everyone in the county, but there are many others that may only be known about if residents came into direct contact with them.

From attracting companies here to join over 53,000 businesses create new jobs and working with hundreds of schools to deliver a good education, to arranging help at home for people who are unable to get by on their own, in different ways we touch on the lives of everyone in the county.

Our county

Lancashire is a place with some of the most picturesque countryside you'll find, from hills to coast, alongside cities and towns with lots of creativity, history and potential.

Our neighbours are the Lake District, Manchester and Liverpool, and we are connected by a first rate road network to the rest of the UK. We are home to the birthplace of the industrial revolution and can boast a range of heritage and cultural assets across the county. In recent times we have also developed a reputation as one of England's best 'foodie' locations, inspiring a new generation of restaurateurs, while our housing market offers good value and diversity with something to suit every taste and budget.

Lancashire is a place with space to live and play; somewhere you can have an excellent quality of life. Join us and you'll find you're gaining much more than just a job.

External Links and Documents

[Corporate Strategy](#)

[Lancashire Ambassadors - We Are Lancashire](#)

[Digital First Strategy](#)

Can you help shape the future of Lancashire?

Lancashire County Council is embarking on an ambitious journey of improvement to become a more modern, efficient and effective council that supports the delivery of enhanced outcomes for our citizens. We are reviewing our current approaches, identifying issues critical to success and agreeing our plans for improvement so need an experienced organisational development and change professional to support the realisation and delivery of our improvement ambitions.

Director of Organisational Development and Change

Based in Preston

Salary up to £100,871 pa

Working in a highly collaborative way with members, colleagues and partners, and specifically with our newly recruited Chief Digital Officer, this role offers an opportunity to deliver cross cutting organisational change via a diverse portfolio of organisational improvement projects covering people, processes and technology.

The post holder will play a pivotal role in translating the organisations strategy into a well-defined and executable change portfolio, ensuring executive oversight of change, driving delivery performance, capability improvement and maximising return on change investment.

Working closely with the Executive Director responsible for our organisational improvement journey, you will lead a multi-disciplinary team of internal staff whilst acting as the client lead to external specialists. Drawing on your considerable strategic leadership abilities you will co-ordinate, influence and provide clear direction regarding the delivery of a range of change agendas that reach across the whole organisation and will be comfortable to challenge the status quo and suggest alternatives options for delivering excellent outcomes for our citizens.

If you think you can act as a catalyst for change to support us to help make Lancashire the best place to live, work, visit and prosper then we wish to hear from you.

Closing date: Sunday 16th February 2020

Assessment centre date: Friday 28th February 2020

Interviews: March 2020 (final dates tbc)

For a confidential discussion about the role, please contact Stephen Young, Executive Director of Growth, Environment and Transport and Senior Sponsor for Organisational Improvement on 01772 530448 or stephen.young@lancashire.gov.uk

Job Description

Job Purpose

The Change Director is accountable for leading the effective delivery of improvement and change across the County Council via a diverse portfolio of organisational improvement projects covering all aspects of the organisation. This role will play a pivotal role in translating the organisations strategy into a well-defined and executable change portfolio, ensuring executive oversight of change, driving delivery performance, capability improvement, and maximising return on change investment.

The role is fundamental to delivery of the corporate vision: **'Working with you to make Lancashire the best place to live, work, visit and prosper'** and the post holder promotes and models our organisational values in all aspects of their work. Our values are:

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.

Scope

The post reports to the Executive Director of Growth, Environment and Transport Directorate and is a key member of the Directorate Management Team. The role requires outstanding influencing and stakeholder management skills plus the ability to provide strong leadership and delivery against organisational aspirations and plans. A track record of successfully delivering change end-to-end with a clear outcomes focus is essential. As a member of the council's senior decision-

making leadership team there is a considerable requirement for the job holder to apply evaluative judgement, drive innovation and explore collaborative opportunities to move the organisation's improvement journey forward. Similarly, the post holder will use their solid experience and knowledge of best practice to influence and advice on strategic approaches to transformation and change.

Accountabilities/Responsibilities

- Delivering strategic, decisive, influential leadership and direction to ensure the combined efforts of internal resources and external partners and stakeholders are effectively co-ordinated to deliver a range of critical change and transformation agendas with whole organisation reach.
- Lead cultural transformation and process change; whilst enhancing organisational capability to deliver change in a sustainable and effective way in line with the strategic priorities of the Council.
- Establish successful relationships with elected members, senior management colleagues, partner agencies, the Chief Digital Officer (CDO) and key community contacts to support progressing wide reaching transformation projects and initiatives.
- Working closely with the Executive Director establish and develop a multi-disciplinary team of staff to deliver change and transformation programmes to meet immediate needs and support the embedding of longer term organisational resilience and capability to respond to change.
- Act as the internal client lead to diagnose, design and implement transformation solutions in partnership with external specialists including agreeing delivery milestones and holding them to account for progress.
- Contributing to a strong and cohesive senior leadership group, role model the organisation's values and behaviours.
- Act as a change consultant to the organisation, challenging the status quo and identifying different ways of achieving outcomes for citizens through people, technology and processes.
- Ensure the Council's priorities and corporate strategy is translated into a well-defined change portfolio that maximises the return on investment.
- Ensure effective executive oversight and decision making across the change portfolio by supporting elected members through the presentation of appropriate information to focus decision making to achieve maximum impact.
- Ensuring robust systems are in place to maintain and produce accurate and timely data required for project and programme compliance, monitoring against performance standards and evaluation of delivery.
- Strategically contributing to and leading on the delivery of council wide objectives and projects to support the council's future vision and operating model.

Performance Indicators

- Responsible for the delivery of key performance indicators and standards of practice.
- Achievement of defined change project and programme objectives and targets.
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Person Specification

All requirements are essential unless otherwise stated.

Qualifications
<ul style="list-style-type: none"> • Honours Degree level qualification or equivalent experience • Relevant professional/management qualification or equivalent
Experience
<ul style="list-style-type: none"> • Significant leadership experience in the delivery of wide reaching transformation programmes in a complex organisation. • Extensive experience in organisational change, preparing the organisation to receive the change and driving out business benefits. • Experience of operating as client lead in a political environment, to set expectations and drive performance of external delivery partners. • Experience of reporting into and presenting to elected officials and executive level management. • Successful development of strategic solutions and outcomes to meet evolving organisational change requirements. • Experience of operating as a lead commissioner to mobilise internal resources to deliver against priority improvement agendas.
Knowledge and Skills
<ul style="list-style-type: none"> • Extensive knowledge and understanding of local government and of the areas of responsibility • Ability to lead, manage and motivate multi-disciplinary teams in a challenging and changing environment • Solid understanding of the political context at a local, regional and national level and the ability to operate sensitively and efficiently within a political environment • Strategic and analytical thinking skills to provide creative and fit for purpose solutions to problems within the area of responsibility • Ability to work collaboratively, as part of the senior leadership group, and take shared responsibility for organisational performance

- Ability to build, maintain and influence effective working relationships both internally and externally with key stakeholders and partners
- Provision of strategic direction within the relevant area of responsibility in an environment of reducing financial resources
- Highly developed interpersonal and communication skills.

Other (including special 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
In certain circumstances consideration may be given to applicants who as a consequence of a disability are unable to drive

To Apply

Before you apply for the role please ensure that you have read the job description and person specifications in detail. Your supporting statement must be aligned to the criteria outlined in the person specification.

To apply for these roles please visit: [\(Link needed\)?](#)

Your application should include:

- Your current CV
- Supporting statement aligned to the person specification (maximum 4 pages)

If you would like a confidential discussion, please contact Stephen Young, Executive Director of Growth, Environment and Transport, on 01772 530448 or stephen.young@lancashire.gov.uk

Recruitment Timetable

Activity	Date
Closing Date for Applications	Sunday 16 th February 2020
Assessment Centre	Friday 28 th February 2020
Interviews	March 2020 (TBC)