

Head of Service – LGR Workforce Transformation

Job Description

Directorate:	Resources		
Service:	People Services		
Location:	County Hall		
Salary range:	£77,833 - £85,119	Grade:	Grade 14
Reports to:	Director of People Services	Staff responsible for:	n/a

Job purpose and scope

The Head of LGR Workforce Transformation is a senior leadership role within People Services, responsible for providing strategic leadership, programme oversight and delivery coordination across LCC workforce transformation activity, with a focus on Local Government Reorganisation, workforce disaggregation and associated organisational change programmes.

The postholder will provide strategic coordination and integration across workforce related programmes and workstreams delivered through People Services, ensuring activity is aligned, sequenced and collectively delivers organisational outcomes. Working within broadly defined corporate objectives, the role holder will be responsible for developing and leading complex programmes operating in environments characterised by ambiguity, interdependency and significant organisational change.

Reporting directly to the Director of People Services, the role will act as the programme lead and adviser for the LCC People Services LGR workforce programme, providing strategic advice, assurance, programme governance and risk management in relation to workforce disaggregation, transition planning, workforce readiness and associated organisational change. The postholder will ensure agreed LGR delivery milestones are achieved on time and that People Services dependencies, risks and resource implications are identified, managed and escalated effectively throughout the programme.

The role will work closely with the People Services Senior Leadership Team, senior leaders across the Council, partner organisations and other senior stakeholders to shape the People Services approach to LGR workforce transformation, influence decision-making and provide visible leadership across corporate, regional and partnership forums.

Performance Indicators

- Quality of advice/service against legal, safety and best practice standards
- Achievement of relevant service targets
- Adherence to internal/external quality standards if applicable
- Adherence to policies and procedures
- Accuracy and timeliness of information recording and processing
- Customer and stakeholder feedback
- Leading Lancashire Framework



Leading Lancashire – Our Leadership Framework



Leading Lancashire Our Leadership Framework

Our Vision and Values We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: **Supportive, Innovative, Respectful, and Collaborative**, our guiding principles that enable everyone to thrive.



Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

Responsibilities, Capabilities, Behaviours, and Results.

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



Levels of Leadership

The Leading Lancashire framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

VISIONARY (Long-Term Direction):

Level 1 & 2 Leadership – Executive Directors and Directors
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

SHAPING (Medium to Long-Term Strategy):

Level 3 Leadership – Heads of Service
Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

OPERATIONAL (Short-Term to Immediate Effectiveness):

Level 4 Leadership – Management Roles
Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the Leading Lancashire framework.

Accountabilities/Responsibilities

- Lead the LCC People Services contribution to Local Government Reorganisation, including LGR workforce transformation, workforce disaggregation and organisational change directly required to support the programme ensuring delivery against agreed priorities, milestones and outcomes.
- Act as the senior programme lead and adviser to the Director of People Services on workforce transformation activity, providing assurance on progress, risks, dependencies, workforce readiness and decisions requiring senior intervention.
- Lead the integration and coordination of People Services workstreams, ensuring activity is aligned, resources are prioritised, dependencies are managed and delivery is monitored as a coherent programme.
- Establish and maintain effective programme governance, performance reporting and assurance arrangements for the People Services LGR programme to support decision-making and organisational oversight.

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- Lead the identification, assessment and management of programme risks, issues, resource requirements and interdependencies, ensuring timely escalation and resolution.
- Develop and maintain strategic programme plans and delivery frameworks, ensuring progress is monitored and outcomes are achieved within agreed timescales.
- Provide strategic reporting and analysis, and use professional judgement to make recommendations to senior leaders, programme boards and governance forums to support informed decision-making.
- Lead engagement with senior stakeholders across the Council, partner organisations and regional programmes on LGR workforce planning, workforce disaggregation, transition readiness and related organisational change.
- Play a leading role in the development and delivery of workforce communications.
- Lead and support complex organisational change initiatives, providing programme leadership, challenge and expertise to achieve successful outcomes.
- Contribute to the development of business cases, options appraisals and strategic recommendations relating to workforce transformation, organisational design and service improvement.
- Actively maintain up-to-date knowledge of, and ensure compliance with, legislative, policy and governance requirements associated with programme delivery and organisational change.
- Contribute to the wider strategic leadership of People Services, including responsibility for service planning, budget management, workforce development and delivery of corporate priorities.

Other

- **Equal Opportunities**

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

- **Health and safety**

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

- **Safeguarding Commitment**

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

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We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

Our Values

We expect all our employees to demonstrate and promote our values:

- **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.

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Person Specification

All the following requirements are essential unless otherwise indicated by *

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

Qualifications

- Degree level qualification or equivalent experience
- Chartered Membership or Chartered Fellowship of the CIPD, or a relevant recognised professional qualification in human resources, organisational development, programme management, change management or a related discipline.

Experience

- Significant experience leading complex strategic programmes or transformation initiatives within large and complex organisations.
- Demonstrable experience of programme governance, risk management, assurance and reporting at a senior level.
- Experience of leading large-scale organisational change and workforce transformation activity.
- Experience of influencing and working with senior leaders, elected members and external stakeholders.
- Proven track record of managing complex dependencies and delivering outcomes through matrix managed teams.
- Experience of working alongside a large and varied workforce, utilising HR best practice to achieve positive business outcomes.
- Experience of operating effectively in environments of ambiguity, uncertainty and significant organisational change.

Essential knowledge, skills & abilities

- Strong understanding of programme and transformation management methodologies.
- Strong understanding of HR frameworks, policies, employment legislation and best practice.
- Excellent strategic planning, organisational and analytical skills.
- Ability to assess complex issues, identify solutions and provide sound professional judgement in situations where there may be no straightforward answer.
- Ability to influence, negotiate, challenge and build credibility with senior stakeholders.
- Strong understanding of workforce planning, organisational development and change management principles.
- Excellent communication and stakeholder engagement skills.
- Ability to translate strategic objectives into deliverable programmes and measurable outcomes.

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- Strong governance, reporting and assurance capabilities.
- Ability to manage competing priorities and maintain delivery momentum across multiple workstreams.
- Successful financial management including prioritisation within decreasing resources.
- Ability to lead, develop, manage and motivate services/teams in a challenging and changing environment.
- Ability to quickly build credibility with senior managers and stakeholders.
- Ability to embed services which are compliant and fit with the wider organisational strategy.
- Ability to utilise significant judgement to lead the design and delivery of a service/collection of services operational business plans to resolve service issues or improve services; including creative and innovative thinking and risk assessment

Other essential 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
You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances, consideration may be given to applicants who, as a consequence of a disability, are unable to drive.