Job Summary

Post Title	Organisation & Service Redesign Lead	**Pay Grade**	Grade 8
Directorate **Service Area**	Assistant Chief Executive (ACE) Strategic Programmes & Improvement Service	**Line Manager**	Programme Manager
Post Number/s (Mandatory for existing posts, If multiple posts state all)	TBC	**If existing post is the post title changing? If yes state both**	N
JE/GAR reference number (Mandatory for existing posts)		**Work Location**	The Gateway
Work style	Any desk	**Job Family & Role Profile**	OSP08O
DBS Check Required?	No		
Politically Restricted Post?	No		

Job Purpose and Job Context

Job Context: *We operate a single, integrated Strategic Programmes & Improvement Service with two strategic functions: Programmes & Improvement Delivery (portfolios, programmes and projects) and Assurance & Improvement Capability (Business Partnering, Corporate PMO & Corporate Change Hub). Together, these functions provide governance, standards, capability and delivery capacity to achieve the Council's priorities, with proportionate oversight, clear accountability and measurable benefits realisation.*

Job Purpose: Provide authoritative leadership and expert practice in service and organisational redesign and continuous improvement, enabling the Council to achieve significant and sustainable improvements in performance, efficiency, customer outcomes and value for money.

The role leads complex, high-impact redesign initiatives that go beyond individual processes to reshape end-to-end services, operating models and ways of working, ensuring improvement activity is evidence-led, outcomes-focused and aligned to corporate priorities and governance.

As the professional lead for Process Redesign and Continuous Improvement, the postholder sets standards, assures quality and builds organisational capability. The role provides expert advice and challenge to senior leaders and

supports the professional development of Grade 6 PR & CI Analysts through mentoring, coaching and technical leadership, embedding a consistent, high-quality CI approach across the organisation.

Main Responsibilities and Duties

- Lead complex work in service and organisational redesign, ensuring clarity of scope, robust diagnostics, high-quality design and deliverable recommendations aligned to corporate priorities.
- Lead organisation-wide redesign activity, shaping cross-council operating models, core processes and ways of working that cut across directorates and service boundaries.
- Sponsor and assure structured as-is diagnostics and to-be service and organisational design, using advanced continuous improvement, Lean and systems-thinking methodologies to address systemic performance, demand, cost and customer experience issues.
- Design, influence and assure cross-council processes, ensuring they are customer-focused, efficient, proportionate and consistently applied, while meeting statutory, policy and governance requirements.
- Oversee the capture and analysis of data and insight (KPIs, demand and failure demand, cost, workforce and customer insight) to evidence problems, shape options and quantify benefits for business cases and decision-making.
- Provide expert challenge and advice to services and corporate functions on the feasibility, affordability and organisational impact of redesign proposals, ensuring value for money and practical implementation.
- Provide expert input into the development, review and redesign of cross-cutting council policies, strategies and frameworks, advising on impacts, dependencies, delivery risks and implementation considerations.
- Ensure service and organisational redesign activity aligns with, and informs, corporate strategies and transformation priorities, supporting joined-up delivery and avoiding fragmentation or duplication.
- Identify systemic issues arising from fragmented policies, processes or accountabilities and lead the development of coherent, end-to-end organisational solutions.
- Lead or oversee CI deep dives across services and corporate functions, assessing CI maturity, plans and delivery, and directing priority areas for improvement or refocus.
- Ensure clear and robust benefits realisation frameworks are in place, with agreed baselines, measures, evidence routes and ownership for outcomes.
- Work collaboratively with Programme and Project Managers, Process Redesign & Continuous Improvement Analysts, SP&I service functions and multidisciplinary teams to ensure redesign activity transitions effectively into delivery, implementation and adoption.
- Support development of and continuously improve CI and redesign standards, toolkits, templates and methods, embedding lessons learned and sector best practice.
- Provide professional leadership for Process Redesign & Continuous Improvement, acting as an escalation point for complex analytical, methodological or stakeholder challenges.
- Mentor, coach and support PR & CI Analysts, providing technical guidance, quality assurance and development feedback to build confidence, capability and professional progression.
- Promote and role-model a culture of continuous improvement and organisational learning, encouraging evidence-based decision-making, test-and-learn approaches and sustainable change.
- Build strong relationships with Corporate Directors, senior stakeholders and partners, influencing priorities and securing agreement on redesigned services, processes and operating models.
- Represent the Council internally and externally as a recognised expert in service and organisational redesign and continuous improvement.

Accountability

- If this role manages a budget please state the size of the budget: £0
- If this role monitors a budget please state the size of the budget: £0
- How many direct reports does this job have in its reporting line? No direct reports
- How many indirect reports does this job have in its reporting line? No indirect reports

Scope for forward planning and deadlines

Planning & deadline requirements (tick all that apply):	✓	**Provide Job Specific Examples**
Up to 3 months	✓	Plan diagnostics, design cycles, stakeholder engagement, assurance and decision gateways for complex redesign activity
1 year	✓	Shape service redesign roadmaps, CI priorities, capability plans and benefits profiles
3-5 years	✓	Contribute to long-term service models, operating model change and organisational improvement strategies

Values and Behaviours

We expect your values and behaviours to reflect the values of the organisation:

Proud

- Provides authoritative, high-quality advice and redesign outputs that enable confident strategic decisions and lasting improvement.

Ambitious

- Leads transformational service redesign that delivers better outcomes, efficiency and value for money at scale.

Collaborative

- Works closely with services, programme teams and partners to co-design solutions with shared ownership and accountability.

Trustworthy

- Acts with integrity and professional judgement, clearly communicating evidence, assumptions, risks and trade-offs.

The following criteria will be assessed from information provided on your completed application form, during the shortlisting and assessment process, and from your references.

Knowledge, Skills and Experience ***(taken from role profile to complete)***	**Job Specific Examples**	**Essential**	**Desirable**
Substantial operational experience in a large / complex organisation within a related specialist field.	Lead and oversee organisation-wide service and organisational redesign initiatives across multiple directorates, managing complexity, interdependencies and competing priorities within a large council setting.	x	
Expert and authoritative knowledge and understanding of the systems, policy, practices, procedures, legislation and emerging developments within the scope of the specialist area.	Act as the Council's subject-matter expert in service redesign and continuous improvement.	x	

Thorough knowledge of the authority and wider sector / external influences.	Apply knowledge of local government context, sector best practice and external drivers to shape service and organisational redesign approaches that are credible, compliant and sustainable.	x	
Authority and credibility to build relationships and engage successfully with colleagues, partners and customers.	Build trusted relationships with Corporate Directors, senior managers and partners, enabling effective challenge, influence and agreement on complex redesign priorities and trade-offs.	x	
Excellent interpersonal, persuasion and negotiating skills, in order to influence outcomes critical to the organisation.	Influence and negotiate at senior level on redesign scope, sequencing and implementation approaches where views differ, balancing strategic priorities, affordability and deliverability.	x	
Experience of managing budgets and resources.	Contribute to planning and monitoring resources for redesign activity and manage allocated specialist capacity to ensure value for money and delivery against agreed priorities.	X	
Experience of defining and developing systems, policies, procedures and / or practices.	Lead or contribute expert input to the development and redesign of cross-council policies, frameworks and core processes, ensuring alignment with organisational strategy and governance.	X	
Experienced project manager with a good understanding of project management methodologies and systems.	Lead and assure complex redesign workstreams within programme and project governance frameworks, working alongside Programme and Project Managers to ensure effective transition to delivery.	X	
Proven ability to apply initiative and strategic awareness to problem solving and decision making.	Diagnose systemic organisational issues, anticipate risks and opportunities, and develop evidence-based options that support long-term service sustainability and strategic outcomes.	X	
Excellent time management skills to manage a complex workload, prioritise and set deadlines.	Plan and prioritise multiple high-impact redesign initiatives across portfolios, balancing immediate service pressures	X	

	with longer-term organisational change activity.		
Change management skills in addressing barriers to development of specialist service.	Lead and support complex service and organisational change, addressing cultural, structural and capability barriers to embedding redesigned services and continuous improvement practice.	X	
Excellent ICT skills including use of Microsoft applications and specialist systems.	Use Microsoft O365 and specialist analysis or mapping tools to produce board-level reports, redesign artefacts, benefits frameworks and assurance materials.	X	

Qualifications ***(taken from role profile to complete)***	**Essential**	**Desirable**
Recognised Lean/Six Sigma or BA qualifications		X
Educated to degree level or equivalent standard.	X	
Other Requirements	**Essential**	**Desirable**
A full driving license required to be able to carry out the role		x
Where the role is customer-facing and the post holder is required to speak to members of the public, the ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post.	Y	
This post is covered by the Rehabilitation of Offenders Act 1974 and therefore applicants are required to declare: • All unspent cautions and/or unspent convictions For further information on how long it takes for cautions and convictions cautions to become spent, please refer to our guide on the Rehabilitation of Offenders Act 1974 (updated 2023) | Nacro	Y	

This job summary is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances, in discussion with the post holder. This job summary is intended to provide a broad outline of the main responsibilities only. The post holder will need to be flexible in developing the role with initial and ongoing discussions with the designated manager.