

ROLE PROFILE

CORPORATE DIRECTOR CHANGE AND IMPROVEMENT

- Job Title: Corporate Director Change and Improvement
- Post Number: TBC
- Grade and SCP: C2, £141,864.42 - £153,510.83
- Function: Corporate Leadership Team
- Accountable to: Shropshire Council Chief Executive
- Responsible for: See 'Specific Responsibilities' section below

Your Role at Shropshire Council

At Shropshire our priority is to be a 'best value' authority that delivers, enables, and influences for Shropshire and its residents by:

- Being financially stable and sustainable
- Having clear priorities and purpose
- Supporting and enabling our workforce to excel

Recognising the challenge across local government today. This starts with our Improvement Plan to address immediate challenges, while ensuring a focus on the future and how the Council will need to look, feel, and operate to best serve the needs of the county and its residents, and being aware of changes in national policy.

Our Shropshire values: PROUD

- Partnerships
- Respect
- Opportunities
- Understanding
- can Do

Aim to unify the workforce, support transformation, improve trust, and build a modern, sustainable Council. This is a hybrid role, requiring the post holder to attend Shropshire for 3-4 days per week, alongside home working arrangements

This role requires participation in an on-call Emergency Response rota. This role requires you to undertake other duties, commensurate with the grade, as may reasonably be required.

The Corporate Director Change and Improvement is a key member of the Corporate Leadership Team you will work collaboratively to shape and deliver the council's key strategic priorities, as defined in the Corporate Plan. Reporting to the Chief Executive (HoPS) and working closely with



other Corporate Directors, Directors, Service Directors, the Leader and Cabinet Portfolio Holders. The role demands exceptional strategic leadership to ensure the effective deployment of resources, continuous service improvement. The postholder must navigate complex political and organisational landscapes.

Key Responsibilities

In your role as Corporate Director for Change and Improvement, in delivering the responsibilities outlined above, the postholder and their team will undertake the following tasks:

Strategic Leadership

- In partnership with the Chief Executive and Corporate Directors, collectively responsible and accountable for shaping, setting and delivering the Council's overarching strategic direction, driving a coherent, corporate approach across the whole organisation that transcends individual service boundaries
- Deputise for the Chief Executive (Head of Paid Service, (HoPs) (as and when required).
- Working collectively as a key member of the Corporate Leadership Team, shaping the overall strategic direction and priorities for the council as defined in the Corporate Plan, Improvement Plan, Medium Term Financial Plan (MTFP) and Partnership Plan.
- Drive and lead the Change & Improvement Programme so that it delivers major and complex change to meet the council's objective of financial sustainability.
- Providing strategic and specialist insight and knowledge in the shaping, prioritising and commissioning of council-related services, ensuring they align with the Corporate Plan Improvement Plan, MTFP and Partnership Plan.
- Strengthening relationships and communication with Members and Partners, addressing their needs, managing expectations and reducing demand placed on operational-based individuals and teams.
- Leading at the right (strategic) level, thus facilitating others to also lead at the right level, enabling them to fulfil their potential and increasing capability and capacity across the organisation.
- As a senior leader you are accountable for setting and driving the standard of people management across your service. You will lead the implementation and embedding of the Council's *Role of the Line Manager* as a core component of organisational performance, ensuring it is consistently applied, actively monitored and continuously improved. You will role-model visible, values-led leadership and expect the same of others, creating a culture where managers take ownership of their people responsibilities and deliver a consistent, high-quality employee experience that supports performance, wellbeing and organisational outcomes
- Undertake the responsibilities as set out in the Council Constitution.
- Demonstrating commitment to the Organisational Values (PROUD) and ongoing continuous personal development, setting an example for others to follow.
- Shape regional and national policy by providing thought leadership, influencing key stakeholders, and advocating for systemic reforms that advance the sector's financial health and operational integrity.
- Cultivate and strengthen strategic partnerships across public, private, and third-sector organisations to maximise investment, drive innovative development opportunities, and scale social impact.



- Champion technological innovation by exploring and implementing advanced digital solutions that drive operational efficiency, enhance service delivery, and increase customer satisfaction.
- Translate political vision into actionable, deliverable financial strategies, ensuring that public policy is seamlessly integrated with organisational priorities for maximised impact.
- Strategic leadership for the effective delivery of specified internal Commissioned / Delivered Services as specified for the role and which may change from time to time including:
 - Human Resources, Occupational Health, Recruitment and Payroll
 - Organisational Design and Development
 - Health and Safety
 - IT Services
 - Communications
 - Business Intelligence
 - Programme Management Office
 - Complaints
 - Overview and Scrutiny
 - Children Social Care Reforms
 - Adult Services transformation

Commissioning and Service Delivery

- Lead on and oversee strategic change programmes for the council, providing strategic leadership particularly in relation to whole council change and delivery programmes to enable senior leaders to operate more effectively and deliver services with improved outcomes for residents.
- Design agile service models that are flexible and responsive to evolving community needs, ensuring the organisation can pivot quickly in the face of change while maintaining service quality.
- Optimise resource allocation by utilising data-driven insights to improve efficiency and reduce waste and maximise the impact of service delivery.

Advocacy

- Develop a constructive relationship with the media and the public, within the context of the Council Communications policy.
- Play an ambassadorial role when representing Shropshire Council in local, regional and national networks and forums.

Customer

- Enabling preventative and early intervention which will reduce demand on services and address needs and inequalities within the community.
- Ensuring the implementation of an aligned community infrastructure and hubs to promote proactive and preventative engagement with residents and communities.
- Role modelling the 'Ask, Assist, Act' approach in the way we interact with our internal and external customers, continually maintaining a 'how can we help?' mindset.

Governance and Performance

- Ensure statutory compliance, promote transparency, and uphold the highest standards of ethical conduct across the organisation.



- Design comprehensive risk management strategies to identify, assess, and mitigate potential risks, ensuring the protection of public assets and maintaining organisational resilience.
- Implement robust internal control systems to safeguard organisational resources, improve operational efficiency, and ensure adherence to regulatory requirements public sector best practices.
- Lead strategic external audit relationships, ensuring a thorough, independent review of financial statements, operational processes, and compliance with applicable laws and regulations.
- Deploy advanced performance monitoring systems that drive accountability, track key performance indicators, and support data-driven decision-making to achieve operational and strategic goals.
- Direct assurance programs that maintain public confidence by ensuring all services meet quality standards, deliver on expectations, and align with organisational values and commitments.
- Lead emergency response plans that ensure service continuity and operational stability in the event of disruptions, ensuring minimal service impact and a quick recovery.
- Lead the development of strategic policies that ensure legislative compliance, promote best practices, and align with the latest regulatory requirements in the sector.

Personal Attributes

- Demonstrates mature emotional intelligence and ability to build trusting relationships.
- Exhibits exceptional political awareness and sensitivity.
- Possesses outstanding communication and advocacy skills.
- Shows strong diplomatic abilities in motivating and negotiating with stakeholders.
- Demonstrates resilience under pressure and self-motivation.
- Maintains professional credibility and self-awareness.
- Champions equality and diversity in service delivery and employment.
- Models corporate leadership values, including "one team, one council" approach.
- Displays ability to challenge constructively and drive performance through coaching/mentoring.

Experience Required

The postholder will bring substantial senior leadership experience gained within a complex public sector organisation, demonstrating a proven track record of successful strategic partnership working and stakeholder management at senior levels. They must have demonstrated experience in managing substantial budgets and resources, coupled with a strong background in service transformation and improvement. The role demands thorough understanding of information governance frameworks and UK GDPR / Data Protection Act 2018

Essential to this role is extensive experience in leading multi-disciplinary teams and delivering results through others, alongside a proven ability to drive innovation and implement commercial approaches in public service delivery. The postholder will have significant experience in managing political relationships and working effectively with elected members, supported by a successful record of developing and implementing strategic plans in a complex environment. They should be able to demonstrate tangible achievements in delivering strategic change while maintaining service quality and stakeholder engagement. This role requires an experienced leader who can evidence success in building and maintaining partnerships across organisational boundaries while delivering improved outcomes for communities.



Furthermore, candidates should demonstrate exceptional skills in managing large, multi-stakeholder projects and cultivating long-term strategic partnerships. Experience in crisis management, risk mitigation, and ensuring organisational resilience is crucial, particularly in times of disruption. The Corporate Director should be well-versed in using data-driven insights to inform decision-making and performance management, with a clear focus on continuous improvement. Knowledge of the relevant sector and technological trends will be essential to adapt to evolving challenges. Educationally, candidates typically possess advanced degrees in business administration, public administration, finance, or related fields.

The postholder will be expected to adapt to changing requirements of the Council and workforce, as directed by the Chief Executive.

Job Specification

As a Corporate Director, we would expect you to be able to demonstrate, through evidenced-based experience, the following level of competence:

Knowledge

- In depth diverse expertise together with combined extensive senior managerial expertise.
- Integration of diverse functions within the Council and with associated organisations or partnerships.
- Strategic planning across entire range of council services.

Creative Thinking & Policy Direction

- Highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.
- Guidance primarily from elected members, developing strategic direction of entire organisation

Impact on People/Organisation(s)

- Full line management of a department or large business unit, or significant impact across all departments.
- High level contact with public and other external bodies to discuss, negotiate and resolve controversial issues that impact on the Council

Responsibility for Resources

- 41-70% of the GRE
- Lead responsibility or direct accountability OR
- Shared accountability with colleagues, partners, contractors etc.



Standard Shropshire Council Terms & Conditions

The following terms and conditions of service are those laid down by the Joint Negotiating Committee (JNC) for Local Government Services, as amended from time to time and as adopted by the Council.

Expected to lead and/or contribute to a range of projects and build relations with both internal and external partners in order to achieve specified outcomes but will not have direct authority over those involved.

Responsible for preparing responses in line with Shropshire Council's corporate processes and national/regulatory/statutory processes (e.g. complaints, MP enquiries, Information Governance requests, customer enquiries, media enquiries, HR staff investigations etc.). These responses should be in line with the quality and timescale expectations set out within Shropshire Council's published procedures and/or case allocation emails and discussions.

Responsible for completing within expected timescales all mandatory corporate and role specific training. Training requirements will be detailed in your corporate induction and Personal Development Plan (PDP). Courses are accessed via the council Learning Management System via the Intranet.

Expected to undertake all relevant training requirements specifically to the role including formal Hearing / Investigating Officer training relating to Disciplinary / Grievance policies and procedures

Expected to become involved in a range of work to enable the service to respond effectively to the changing requirements of the Council and changes affecting the workforce.

Adopt a customer focused approach when delivering your service, ensuring engagement with service users and maintenance of an appropriate personal profile.

Act as an advocate for your service and work collaboratively with colleagues across the whole Council to meet the needs of the people of Shropshire.

Meet individual, service and personal development targets agreed through the Personal Development Review Process, learn from experience and are committed to continuous improvement individually and as an employee of the Council.

Work with colleagues to meet your team's key performance indicators, support a culture of team working and ensure the team functions successfully in support of the Council's corporate and service objectives.

Meet the behaviours and competencies adopted by the Council in the way in which they achieve their objectives and carry out their work.

Smoking is not allowed in Council buildings, in Council vehicles or in any Council place of work.

You must provide a suitable vehicle for the performance of your duties and that this is readily available for use during normal working hours. You are entitled to claim for reimbursement of the costs of travel on council business at the rate of 55 pence per mile.

This post carries eligibility to join the Local Government Pension Scheme. Information about this and other pension options will be sent with any formal offer of appointment.

Annual leave entitlement is a pro rata flat rate scheme of 207 hours (28 days) annual leave plus bank holidays, with five days extra awarded to those staff with five years local government service giving an entitlement of 244 hours (33 days). Two days of an employee's allowance (pro rata for part time staff) must be taken at Christmas for any potential Christmas closures. Employees who work in a



building/service which is required to open over the Christmas period, the two days leave (pro rota) can be carried over into your next leave year but must be used by the end of March.

The appointment is subject to 3 months' notice in writing on either side.

The appointment is subject to six months' satisfactory probationary service during which time the notice period will be one week on either side.

All appointments are subject to receipt of the following pre-employment checks;

1. Satisfactory employment references
2. Medical report
3. Evidence of the qualifications required for the post/listed on your application form
4. DBS (if required for the role) or, Basic Disclosure

Political Restriction

This is a politically restricted post under the terms of the original Local Government and Housing Act of 1989, Local Government (Politically Restricted Posts) Regulations 1989, and subject to amendment(s) under the Local Government, Economic Development and Construction Act 2010.

