

Job Description

Head of Business Support and Improvement

Reference: ST 111

Date: June 2026

Job Family: Strategy and Transformation:
Executive Leadership Strategy and Performance

Level: 5

Band: 14

Career Track: Executive

Job Purpose

To lead and manage the Council's centralised Business Support function, ensuring high-quality, consistent, and efficient business support is in place across all directorates.

They will support in delivering the long-term strategic vision and comprehensive road map for the Business Operations centre. The role is responsible for driving continuous improvement, standardisation, and the modernisation of business support services through digitisation, automation, and best practice. The postholder will ensure business support evolves to meet organisational needs, eliminates duplication, and proactively identifies opportunities to improve how the Council operates.

Service Purpose

The Business Operations Centre provides integrated, high-volume transactional services across People & Culture, Finance, Data, Digital & IT, and Central Administrative functions. Its purpose is to deliver consistent, efficient, and compliant processes that underpin the Council's operations, enabling directorates to focus on strategic priorities and frontline services. The Business Operations Centre aims to:

- Standardise and optimise transactional processes to achieve cost-effectiveness and scalability.
- Enhance service quality and user experience through automation and digital innovation.
- Ensure robust governance, compliance, and risk management across all transactional activities.
- Support the Council's strategic objectives by providing accurate, timely, and reliable data and services.
- Foster collaboration across enabling functions and directorates to deliver integrated solutions.

Duties and Responsibilities

Leadership and Service Delivery

- Lead the delivery of centralised business support services across all directorates , ensuring effective and responsive support and significant impact throughout the organisation
- Provide strategic leadership to Business Support Leads, fostering a high-performance culture and developing future leaders.
- Ensure appropriate allocation of business support resources to meet service demand and priorities throughout the organisation.
- Establish clear service standards, expectations, and performance measures for business support provision throughout the organisation.
- Build a high-performing, customer-focused culture within the business support service

Continuous Improvement and Transformation

- Drive a culture of continuous improvement, proactively identifying opportunities to enhance efficiency and effectiveness
- Review existing processes and implement improvements that simplify, standardise, and reduce manual activity
- Champion and direct the strategic adoption of advanced technologies, automation, and Artificial Intelligence (AI) within the BOC to transform service delivery, enhance data integrity, improve cost-effectiveness and provide innovative thinking to solutions.
- Embed modern ways of working to improve service. delivery and user experience

Strategic Development

- Identify opportunities to expand or reshape the business support service to better meet organisational needs.
- Contribute to the development of the wider Business Operations Centre and county wide transformation programmes.
- Work with senior leaders to ensure business support services align with future operating models.
- Lead the development of new service offers where there are gaps or inefficiencies.

Performance and Data

- Define and monitor strategic KPIs and metrics for the centralised business support function, leveraging advanced analytics to identify systemic trends, predict issues, and drive data-backed decisions.
- Establish robust governance frameworks, policies, and controls to ensure compliance, data security, and risk management across all transactional activities.

- Anticipate regulatory changes and proactively adapt BOC strategies to mitigate potential risks and ensure ongoing compliance.
- Analyse demand, workload, and performance trends to inform resource planning and service design
- Use insight to proactively address issues and improve service delivery

Stakeholder Engagement and Representation

- Strategically collaborate and engage with colleagues' directorates to understand service needs and ensure business support is fit for purpose
- Build strong relationships with senior leaders and key stakeholders across the Council and externally.
- Act as a strategic trusted advisor on business support, improvement, and modernisation
- Attend and contribute to relevant committees, meetings, and seminars, and represent the Council in external forums as required.

Financial and Resource Management

- Contribute to the development, management and corporate planning of the overall BOC budget, ensuring resources are allocated effectively and efficiently.
- Ensure resources are deployed efficiently to maximise productivity and outcomes
- Support workforce planning for business support services, ensuring the right skills and capacity are in place

Person Specification

Professional and Technical Requirements

Person Specification

Qualifications

- Degree-level qualification or equivalent relevant experience in business support, management, or a related field

Knowledge, Experience and Skills

Essential:

- Significant managerial experience leading business support services in a large, complex organisation
- Proven track record of improving and modernising business support services, including standardisation and efficiency improvements

- Significant experience and in-depth expertise in leading digital transformation initiatives, including the strategic adoption of automation, AI, and advanced technologies within transactional environments.
- Demonstrable experience in designing, implementing, and governing complex service delivery models, including the establishment of SLAs and user-centric service design.
- Experience of working across organisational boundaries to deliver consistent service provision
- Ability to identify and address duplication, inefficiency, and service gaps
- Strong analytical skills, using data to inform decisions and improvements
- Experience of developing and implementing performance frameworks
- Strong financial acumen and budget management skills, with the ability to ensure cost-effectiveness and demonstrate ROI for strategic initiatives.

Core Competency Requirements

Communication: Represents the council externally with authority and clarity. Leads strategic communication and influences reputational outcomes.

Collaboration: Leads system-wide collaboration and enables communities to shape and deliver place-based outcomes.

Service Delivery: Leads organisational transformation to meet strategic goals. Delivers value for money, economic growth, and public trust through innovation and strategic alignment.

Decision-Making: Leads high-stakes decisions with long-term strategic impact.

Digital & Data Literacy: Leads digital transformation and governance. Ensures ethical and secure use of technology. Uses advanced data analysis to shape strategic decisions and build public trust.

Adaptability: Shapes organisational culture to embrace innovation and change. Leads strategic improvements and supports teams to deliver effective transformation.

Problem-Solving: Leads resolution of systemic and sector-wide challenges, fostering innovation and continuous improvement to meet strategic goals.

Community & Customer Focus: Shapes place-based strategies that reflect the needs of all communities and deliver high-quality customer outcomes.

Leadership: Sets strategic vision and leads system-wide change. Oversees leadership development, supports peer learning and enables reflective practice across the organisation.

Strengths

Strategic: You look at the big picture. You consider the wider factors and long-term implications of decisions.

Visionary: You create and share a clear vision of the future.

Influencer: You influence others, you articulate the rationale to gain their agreement.

Analytical: You seek and analyse information to inform your decisions, based on the best available evidence

Improver: You look for better ways of doing things and enjoy coming up with new and original ideas.

Change Agent: You are positive and inspirational in leading and supporting others through change