



Head of Transformation

Thanks for your interest in working at Citizens Advice. This document should give you everything you need to know about the above role.

Want to chat about this role?

Please contact the recruitment team at careers@citizensadvice.org.uk



The team

This role sits within the **People & Strategy Directorate** which is a catalyst for positive change, growth, and organisational excellence. This group establishes our strategic direction, supports effective development and transformation, and fosters a culture of adaptability, accountability and inclusion. It exists to catalyse and support high performance in the national organisation and wider network, so that we can deliver the greatest impact to our clients, particularly those from marginalised communities.

The Transformation Team is made up of six people, working across the projects and programme of work.



The role

Our Head of Transformation will work with leaders across the service to define and deliver multi-year, system-wide change across the Citizens Advice network, ensuring that our transformation is people-centred, inclusive, and equitable.

Our service-wide strategy, [Transforming Together](#)

<https://drive.google.com/file/d/1yH31FVFKfj8YvxVb2RRT4nUf3V7ytqNA/view>, requires

multiple, interconnected pieces of change to happen at once. Our transformation programme will manage the change projects that will set us up to deliver our strategy better. It helps us coordinate, sequence, and manage the changes we need, while progressing our equity, diversity, and inclusion (EDI) outcomes through how we design and deliver change.

The programme needs to achieve our target of saving around £6m. The work covers 4 key areas:

- **Target Operating model (TOM)** - This is about making sure we have the right skills, structures, ways of working, leadership and culture within the organisation
- **Local support offer (LSO)** - this is about making sure we're providing the right kind of support to local Citizens Advice and that we're collaborating together effectively across the service
- **Digital** - this is about making sure we're taking advantage of new technology in a way that helps us have the most impact for clients
- **Finance** - this is about making sure we have the best approach to financial modelling, reviewing our current recharge model and making sure other projects like TOM and LSO are equipped with the most useful financial data

To deliver this transformation, we have established a transformation programme within national Citizens Advice to coordinate and support the work required. This role leads a programme team and works with project leads and senior leaders across the organisation.

You will oversee and support effective risk management across projects, facilitating escalations where necessary and ensuring we prioritise inclusive, people-centred decision-making that reflects the diverse needs of our organisation and service users.

Success in this role requires bringing together the right people to collectively define and manage a large and complex portfolio of work. This means delivering through negotiation and influence, enabling others to do their best work, and supporting Project Leaders to make clear choices about resources, priorities, and sequencing. Whilst the delivery of change will be led and supported by many different teams, you will bring coherence, pace, routine, and a sense of calm and confidence to a multi-year programme of change.



Role profile

Band:	Head of Service - mid (Fixed term contract until September 2026)	
Reporting to:	Director of Organisation Design and Development	
Proficient salary:	£69,664, plus £3,520 London allowance if applicable	
Location	Blended between office and home (England and Wales)	Some travel required and will include visits to local Citizens Advice, national charity offices in Birmingham, Cardiff, Leeds and London, stakeholder organisations and events.

Key accountabilities	Key elements/Tasks	% time
Impactful member of the national senior leadership team and across the service	<p>The Head of Transformation will be an integral member of the senior leadership team (SLT) at Citizens Advice, providing leadership to the service by:</p> <ul style="list-style-type: none">• Taking accountability for translating our service-wide strategy into action• Collaborating with other national functions to develop and communicate a clear narrative and delivery plans that align their team to the strategy• Fostering a culture of innovation, experimentation, learning and collective leadership within their team to enable missions-based working• Taking ownership, within their teams and wider areas of responsibility, for planning and delivery, financial performance, managing risk and making evidence-informed decisions	20%

	<ul style="list-style-type: none"> • Acting as a cultural steward, building a people-focussed culture which enables colleagues to grow, develop and thrive • Driving a focus on equity, diversity and inclusion through visible and inclusive leadership, demonstrating a commitment to social justice and taking action to reduce disparities in the team and organisation’s work 	
<p>Leadership of your specialism / discipline</p>	<p>Portfolio oversight</p> <ul style="list-style-type: none"> • Identify and establish the necessary combination of high-level projects to achieve the transformation objectives. • Work collaboratively with senior leaders and project leads and key programme stakeholders to ensure project alignment with organisational goals, adaptive needs, and our commitment to EDI <p>Programme-level planning and governance</p> <ul style="list-style-type: none"> • Develop and maintain robust programme-level plans, ensuring clear timelines, interdependencies, and milestones. • Design and embed programme-level decision-making processes, balancing priorities and resolving conflicts effectively. • Establish comprehensive risk management frameworks to mitigate and escalate programme risks proactively. • Monitor progress against programme-wide objectives and measures of success, ensuring continuous reflection and adaptation. <p>Programme Quality</p> <ul style="list-style-type: none"> • Maintain high standards of programme oversight, ensuring quality, consistency, and impact across all projects. 	<p>50%</p>

	<ul style="list-style-type: none"> ● Promote a culture of learning and improvement, using insights to refine programme delivery. ● Support projects to centre EDI outcomes in their design and delivery <p>Stakeholder engagement and communication</p> <ul style="list-style-type: none"> ● Regularly update senior leadership (Exec and Board) on programme progress, challenges, and opportunities ● Lead stakeholder analysis and engagement strategies, ensuring alignment with organisational values. ● Develop and refine key programme messages and ensure consistency across all projects. ● Foster a joined-up approach to communications and engagement across the programme and individual projects <p>Building and Supporting the Programme Team</p> <ul style="list-style-type: none"> ● Establish and nurture a core programme team, ensuring the team is supported, resourced, and equipped to meet programme demands. ● Provide the space and environment for the team to reflect, learn and adapt ● Promote a culture of collaboration, trust, and wellbeing within the programme teams. 	
<p>Inclusive and visible leadership and people management of their direct reports and teams</p>	<ul style="list-style-type: none"> ● Lead, mentor, and manage your team, ensuring clarity of roles and responsibilities, and fostering a culture of collaboration, inclusion, and continuous development. ● Foster a culture of collaboration across teams, ensuring the team works effectively. ● Develop and retain diverse talent within the team, creating opportunities for skill development and promoting pathways for career progression. 	<p>20%</p>

	<ul style="list-style-type: none"> Promote a culture of equity, diversity, and inclusion within the team and across the organisation, ensuring that organisation design principles reflect these values. Set clear performance objectives for the team, conduct regular reviews, and provide ongoing coaching and support to enhance individual and team performance. 	
Financial management	<p>In partnership with Finance:</p> <ul style="list-style-type: none"> Oversee the transformation fund, ensuring appropriate decision-making about the allocation of resources. Ensure effective tracking and reporting to maximise the fund's impact. 	5%
Other	<ul style="list-style-type: none"> Deputise and provide support to senior colleagues, including the Director Organisation Design and Development, as required. Undertake additional projects or responsibilities that may arise in relation to organisation development, strategic transformation, or design initiatives. 	5%



Person specification

Essential Criteria to be assessed at application and interview

- The ability to operate in ambiguous and complex environments bringing clarity and a way forward whilst being able to change direction when necessary.
- A management qualification at degree level and/or significant experience in organisational leadership and delivering successful transformation, including experience of working at a senior level in a complex environment, managing transformation projects with a range of stakeholders, creating a compelling and engaging vision of change.
- Significant experience in change management, with the ability to partner with leaders at all levels to strengthen their capacity for leading change, and translate strategy into delivery through creating plans, programmes, people leadership and nurturing the right culture.
- Exceptional relationship building skills and experience of influencing and working effectively with senior stakeholders and other colleagues through facilitation, presentation, negotiation skills and where appropriate constructive challenge.

Essential Criteria to be assessed at interview only

- Detailed knowledge and understanding of programme and project management methodologies.
- Excellent problem solving and creative thinking skills, especially in a complex and emergent environment.
- Knowledge of how to apply risk awareness and management techniques.
- Strong people leadership skills, with the ability to create a positive working environment in which EDI is well managed, dignity at work is upheld and colleagues are empowered and motivated to achieve good outcomes.

Desirable Criteria

- Experience working in the charity sector
- Experience of working in a membership, federated or network-based organisation.