

Local Government Association

Director of Operations – Brief for Applicants

At a time marked by uncertainty and rapid change – the Local Government Association’s purpose shines brightest.

The LGA stands at the forefront of a transformative movement—one that is reshaping not only how the LGA operates, but how it delivers real impact to our local and combined authority members and their communities.

As a director in the LGA, you are not just joining an organisation—you are stepping into the engine room of national change, where your leadership will help shape a future in which every community can thrive. The LGA’s bold transformation is about more than structures and systems; it is about unleashing the collective power of local government to tackle inequality, exclusion, and hardship at their roots, and to champion opportunity and hope for all.

Here, your strategic vision and drive will help shape national improvement, influence policy at the highest levels, and deliver real-world outcomes that matter—ensuring local government remains resilient, relevant, and a force for good in people’s lives.

This is your chance to be part of a movement that is not only responding to the challenges of today but actively shaping the landscape of tomorrow. If you are ready to lead with vision, courage, and purpose, the LGA offers a platform where your influence will drive far-reaching change and impact.



“Thank you for your interest in becoming our Director of Operations.

You’re considering joining us at a truly pivotal moment—one where your leadership can help shape the future of local government and transform lives across the country.

With the LGA Board’s recent approval, we’re embarking on a bold journey to build an organisation that doesn’t just respond to change but drives it.

The sector is experiencing its greatest transformation in half a century. Now, more than ever, local government needs the LGA to stay agile in a rapidly shifting landscape, support local authorities facing unprecedented pressures and retain and grow our influence and impact.

Our new Future Operating Model is the catalyst for this transformation. It will empower us to amplify our impact for members, influence government, and make a real difference in communities nationwide. It connects us directly to our purpose, vision, and strategic goals—ensuring we can deliver lasting change.

Together, we can create a legacy of thriving communities and improved lives and I look forward to shaping that future with you.”

Joanna Killian – Chief Executive

At the LGA, our purpose is clear and ambitious: to strengthen local government so that every community can thrive. We are the driving force behind a sector that shapes the future — championing innovation, resilience, and opportunity at every turn.

We are the trusted national voice and bold advocate for local government, ensuring our members and associates have the resources, powers, and support to deliver real, lasting impact for people and places.

Now is your moment to lead. Your vision and drive are needed to ignite change, break new ground, and shape a legacy where every community prospers.

Your leadership will define the future.

Our purpose

The LGA exists to strengthen local government so communities thrive

Our vision

This means championing and being the voice of local government, ensuring it has the resources, powers and support to deliver the best possible outcomes.

Our goals

To champion and represent local government

To continually improve local government

To inspire and promote innovation in local government

To maintain a strong and sustainable LGA

Medium-term Financial Strategy

Business Plan

Communication and Engagement Strategy

Asset Plan

Strategic People Plan

Digital Plan



Collaboration



Inclusion

Our values



Ambition



Respect

The **Director of Operations** reports directly to our Chief Executive and is **accountable** for:

- **Being the Architect of Operational Excellence:** spearheading the design and execution of innovative, long-term operational strategies and plans to improve, efficiency and productivity, that align with the LGA's purpose and vision, shaping the strategic direction of the organisation delivering measurable impact and value. Ensure smooth daily business operations across all enabling services to support the organisation to achieve its strategic goals. Lead ambitious change programmes across corporate services and the wider organisation, building new ways of working, establishing a culture aligned with organisational values.
- **Orchestrating Strategic Change and Transformation – activating and delivering the Future Operating Model**—ensuring the organisation is agile, resilient, and positioned to thrive in a rapidly evolving landscape. Redesigning and realigning resources, processes, and systems to embed the new operating model and organisational structures. Drive transformation initiatives that reimagine service delivery, streamline processes, and deliver measurable impact for the organisation and its members contributing to the success of the organisation's future operating model. You will ensure continuous improvement and effective management of competing priorities.
- **Driving Organisational Agility and Innovation** - leading cross-functional teams to pilot and scale innovative solutions, fostering collaboration and continuous improvement across all corporate services and their support to the organisation. You will manage and deliver organisational objectives with purpose and efficiency, thriving in a fast-paced, high-pressure political environment, demonstrating sensitivity and intelligence whilst ensuring measurable, positive impacts and outcomes for the organisation, its members and its partners.
- **Ensuring Financial Sustainability** - implementing long-term financial strategies that secure the LGA's sustainability, overseeing robust financial controls and performance reporting to ensure value for money and maximise organisational impact.
- **Safeguarding Governance and Organisational Integrity** - Oversee internal governance and rigorous compliance by ensuring all operations align with best practice, regulatory requirements and legal frameworks, and the highest ethical standards. Convene business intelligence and performance reporting to provide actionable insights for the Chief Executive, Strategic Leadership Team and the Board and proactively manage organisational risk, safeguarding reputation and operational integrity.
- **Leading with Purpose** – providing transparent, empathetic leadership supporting staff through change, championing wellbeing, and building a high-performing, engaged workforce. Mentor and develop future leaders by fostering a culture of learning, accountability, and empowerment at all levels.

The **Director of Operations** requires a blend of **strong strategic leadership** and **extensive** and **in-depth knowledge** of **diverse operational areas** to inspire and motivate a positive and collaborative workforce.

Your knowledge and experience will:

- **Demonstrate your ability to translate strategic vision into operational reality:** aligning cross-functional teams and resources to achieve ambitious organisational goals and respond quickly and dynamically to unforeseen circumstances and a dynamic business environment.
- **Display that you are a Value Creator:** Leading robust financial planning, budgeting, and cost management to maximise profitability and ensure sustainable growth. Leverage data-driven insights to inform decisions, optimise resource allocation, and deliver outstanding value for money.
- **Showcase that you are a Change Leader:** Championing and delivering complex change management initiatives, embedding a culture of innovation and adaptability to ensure the organisation thrives in a rapidly evolving environment.
- **Demonstrates that you are a Governance Champion:** Upholding the highest standards of corporate governance, transparency, and ethical leadership, fostering trust with stakeholders, partners, and the wider organisation.
- **Highlights that you are relentless in delivery:** Setting and achieving bold performance targets, using analytical rigour to monitor progress, identify opportunities, and deliver transformative results. Holding yourself and others accountable for operational excellence and strategic outcomes.
- **Display excellence in Strategic Planning:** you can develop long-term operational strategies aligned with overall strategic goals and the capacity to adapt, with exceptional ability to identify problems, think critically, evaluate solutions, and make sound, efficient decisions under pressure.
- **Demonstrate masterful organisational, communication, and leadership skills** - backed by previous professional success.

Your **skills** and **abilities** will include:

- **Persuasive, values-driven communication:** Delivering compelling presentations and messaging that inspire action and reflect organisational values.
- **Sophisticated interpersonal agility:** Adapts style to bring out the best in Board members, strategic partners, and executive teams, fostering collaboration and momentum.
- An **excellent leader of people** who drives change, improves capability, leads across boundaries, and builds diverse, inclusive, and multi-disciplinary teams.
- **Facilitation of complex, creative thinking:** Creating spaces for exploring bold ideas, balancing perspectives, and driving progress.
- **Advanced influencing and advocacy:** Champions policy and practice positions using a wide range of advocacy and relationship-building skills.
- **High intellectual and analytical capacity:** Harnesses diverse data and intelligence to generate evidence-based insights and influence public policy.
- **Strategic foresight and innovation leadership:** Leading horizon scanning, scenario planning, and the adoption of emerging technologies to future-proof the organisation, modelling openness and curiosity towards emerging technologies and their potential adoption at the LGA. Ensure the organisation has the strategic investment in capabilities and resources to embed technological change and improvement on a continual basis; within safe and ethical parameters.
- **Manage Directorate and organisation wide recourses:** stewarding the organisation's resources with strategic foresight, financial prudence and ethical accountability, ensuring that every investment in your Directorate drives organisational sustainability and long-term value to our members.
- **Lead in a political environment:** Navigating complex multi-stakeholder group dynamics with integrity, diplomacy, and foresight, strengthening the LGA's reputation as the voice of the sector.
- **Maximising Performance:** Demonstrate strong performance against strategic objectives and KPI's, creating an environment where ambition and excellent performance are valued and recognised and where underperformance is addressed swiftly and decisively. Cultivating an evidence-based understanding of what behaviours and practices create high performing teams, set the tone and hold your Directorate to account for the way services are managed.
- **Lead continuous development:** Challenging your Directorate to drive continuous improvement and organisational learning and create conditions where it's easy to make strategically-aligned change happen by helping to break down barriers.

Your **personal behaviours demonstrate** that you:

- Are a **natural partnership-worker** with warmth and curiosity.
- Have a personal presence that immediately **secures trust** and **respect**.
- Have high **emotional intelligence** and can manage different stakeholder needs with sensitivity and care.
- Are **confident** when convening stakeholders around difficult issues and systemic challenges.
- Bring **maturity of judgement**, are calm and a respectful listener.
- Have **scrupulous conscientiousness** and attention to detail with strong integrity.
- Will **amplify the strategic vision** for the organisation, making it clear, meaningful and energising for diverse audiences internally and externally.
- Have a **deep understanding of LGA values** and that your behaviour intentionally shapes and models those values to create an inclusive, accountable and high performing organisational culture.
- **Empower others** to make decisions and develop their skills by integrating **coaching behaviours** into your leadership style.

You will have a relevant degree, MBA, MPA, professional qualification or equivalent experience with proven experience in a senior level strategic leadership role, preferably within the public sector, government, or a similarly complex environment and have current Board Level experience and interaction.

- At the LGA we celebrate diversity and are committed to creating an inclusive environment for all employees where everyone is treated with dignity and respect. Our recruitment decisions are based on fair, open competition, with appointment on merit.
- We use anonymous recruitment, which is the practice of hiding candidates' identities. This process involves removing any identifying information from candidates' applications which includes names.
- The LGA are proud to be awarded a "Disability Confident Leader". Please contact us via Recruitment@local.gov.uk if you require a reasonable adjustment, which is a change to the format or conditions of the recruitment process to accommodate any disability-related needs you may have.
- The closing date is **5.00pm on 5th January 2026** and interviews will take place on **Early January 2026**.
- **Salary:** £127,213 - £142,913 (plus £4,318 London Allowance if office based) (LGA Grade 10)
- LGA Benefits include:
 - 29 days annual leave rising to 31 days after three years' service and to 33 days after five years' service, plus all UK public holidays (pro rata for fixed term and part time contracts).
 - Flexible & Agile working – office-based staff are required to work in the LGA's London office two days per week as a minimum, subject to business need and this may vary significantly between different roles
 - The LGA offers 24/7 access to a free, confidential employee assistance programme managed by "Your Care via Vivup". This service is also available for dependants.
 - Family friendly policies
- For more information, please view our webpage <https://www.local.gov.uk/benefits-and-working-lga>

