

Role Title	Head of Transformation Design and Delivery
Job Family	Chief Executive's Directorate
Competency Level	Senior Manager
Pay Scale	PO12
Purpose	
To develop and lead the design and delivery of the overall transformation portfolio. They will manage a flexible team of resource to lead design thinking across the organisation, challenging the status quo and turning ideas into implementable plans. They will be the lead officer providing expertise on the design of transformation portfolios and individual programmes. They will have excellent facilitation and stakeholder management skills to develop innovative solutions in partnership with services, drawing on best practice from across the sector. Their role will be to bring together transformation, strategy and policy resource from across the service to develop solutions to complex problems. They will be responsible for developing the overall theory of change and ensuring that delivery is aligned to resident impact.	
Generic Accountabilities	End Results/ Outcomes
Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service.
Manage responses to complex professional or politically sensitive issues within the area of responsibility. Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.	Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions. Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved. Customer outcomes are clearly understood and specified. Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned.

	Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned. Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised.
Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe. Strategic and operational input is provided to wider business planning and development. Progress against objectives is effectively monitored and delivered. Strategic and operational input is provided to wider business planning and development. Progress against objectives is effectively monitored and delivered
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including equipment, people, and systems are utilised optimally and efficiently. Annual budget is planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided.

Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Job-Specific Accountabilities	End Results/ Outcomes
Lead on establishing a unified approach transformation design and delivery, ensuring strategic alignment	Establish clear and effective approach to the design and delivery of transformation portfolio. All transformation programmes adhere to established principles of transformation design and align to a clear and robust theory of change. The transformation portfolio can demonstrate clear strategic alignment that enables the council to meet its objectives and strategic commitments. Staff and stakeholders across the council, adopt and support an agreed and unified approach to transformation design.
Lead delivery of transformation programmes to meet agreed outcomes, working with services to develop innovative solutions, drawing on best practice on public reform.	Desired outcomes and changes are delivered via collaborative working across the organisation. Service quality, customer satisfaction, efficiency and continuity are continually assessed, improved and maximised. Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service. Results oriented approach adopted while managing large complex projects from design to implementation with an emphasis in ensuring changes can be sustained over the longer term. Delivery budgets are well managed and value-for-investment is maximised.

	Key strategic measures of success are achieved as agreed with the Council's Strategic Leadership Team and other key stakeholders. The staffing of programmes and projects is kept under review and adjusted to meet changing requirements.
Foster a culture of design thinking and innovation across the organisation, challenging current approaches and turning innovative ideas into deliverable plans.	Lead on developing approaches to embedding a design thinking led change culture to enhance delivery and sustain long term outcomes. Ensure the required transformation design skills are available to support delivery. Establish networks and forums across the council to enable staff to collaborate on good practice for transformation design and design thinking.
Lead on ensuring transformation deliverables are achieved whilst adhering to required governance arrangements, standards and best practice	Arrangements in place to comply with internal and external governance and best practice requirements. The programmes delivered are managed and controlled to ensure the required outcomes and standards are delivered, either directly or through commissioned services. Programme governance and reporting is robust, consistent and timescales met. All necessary programme and project documentation that detail the outputs and outcomes are completed as required. Team is organised, structured and diligent in setting time-bound objectives and navigating roadblocks and eliminating barriers to successful attainment of those objectives. Team have up to date professional knowledge and expertise, including a good understanding of best practice and are performing effectively through the creation of development and performance plans.
Build and maintain strong strategic relationships with key senior and political stakeholders to enable effective delivery transformation portfolio	Act as a single point of contact for senior stakeholders, facilitating relationships between them. Responses to business-critical needs are informed by relevant insight, intelligence and expert guidance. Stakeholders express high levels of satisfaction and trust in the delivery of projects and programmes by the People Transformation team.

	Manage communications and engagement of stakeholders (internal/external) through the life cycle of the programmes within the team's area of responsibility. Use political judgement and astuteness in understanding and working with complex policy, and diverse interest groups. Work effectively within complex and ambiguous structures to achieve results where resources may not be under the direct control of the role. The team works collaboratively and maximises its resources and expertise for the benefit of the council and all key stakeholders.
Proactive approach to managing emerging and strategic risks and issues across the Transformation portfolio.	Working with Transformation, Strategy and Project Delivery staff and the PMO teams to identify, analyse and create a single view of key strategic risks and issues across the portfolio. Maintaining a portfolio risk and issues log that provides information to Management Board and Members on the current and projected risk position for the portfolio. Risks and issues are actively managed and responded to effectively in accordance with established frameworks.
Nature of Contacts Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders. Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.	
Procedural Context Reports to the Assistant Director of Transformation Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service. Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.	

Occasionally the post will be expected to work from other locations.

Key Facts and Figures

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants.

Resourcing

Budget Responsibilities: Salary budgets up to £2 million. Management of additional programme budgets across Transformation as directed.

Supervisory Responsibilities: Managing a team of 8-10 Programme Managers, Projects Managers that will manage matrix teams of cross disciplinary resources to deliver the Transformation Programme's outcomes.

Knowledge, Skills and Experience

- Direct experience of structuring, running, managing and ensuring the delivery of agreed outcomes for portfolios of complex people focussed transformation projects.
- Experience of building excellent relationships with senior managers and members, with a view to ensuring that corporate visions and priorities are delivered and that an excellent customer service is experienced by those stakeholders.
- Experience of detailed resource management and success in implementing new resourcing approaches.
- Experience of managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers.
- Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy and applying expert knowledge.
- Experience in dealing with a range of complex and contentious matters requiring a consistently high degree of support, persuasion and advocacy and an awareness of major policy objectives.
- Experience of matrix managing and coordinating employees carrying out work across a range of major functions.
- Strong leadership, influencing, people engagement, and people management skills.
- Ability to work autonomously to meet the objectives of the organisation.
- An ability to respond to unpredictable volume of work, with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives.
- An exceptional communicator able to operate and empathise with stakeholders and business groups, influencing and gaining commitment to objectives.
- Excellent planning and organisational skills coupled with a strong focus on the delivery of the objective.
- Creative and innovative in finding solutions to complex problems.
- Knowledge of governance frameworks for both the constituent projects and the programme itself.

- Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills.

Indicative Qualifications

Educated to degree level or equivalent standard.

Relevant professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.