

Role Profile

Job Title:	Assistant Director - Transformation	Grade: CB3	Spinal column point range:
Department:	Strategy and Engagement	Post no:	35837
Directorate:	Chief Executive's Office	Location:	Perceval House

Role reports to:	Director of Strategy & Engagement
Direct Reports:	Transformation Programme Manager, Change and Transformation Officers x 2, Comms Change Manager (matrix)
Indirect Reports:	Other key contacts: Future Ealing workstrand leads, CB/EDG, Cabinet, Strategy & Engagement staff, Change managers
<p><i>This role profile is non-contractual and provided for guidance. It will be updated and amended from time to time in accordance with the changing needs of the council and the requirements of the job.</i></p>	

JOB DESCRIPTION

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the possible requirement to obtain a Disclosure and Barring Service (DBS) check.

PURPOSE OF ROLE:

- To be the organisational lead for the Council's outcome led transformation programme Future Ealing
- To act as principle adviser on change and transformation within the organisation providing visible leadership that promotes an outcome focussed approach, innovation in service delivery and resolves issues as they emerge
- To facilitate staff across the organisation to engage with and contribute to the Future Ealing programme in line with the agreed organisational values and behaviours
- To work proactively with Corporate Board, Ealing Director's Group, Cabinet, partnership boards and to ensure the same audiences can make timely and high-quality decisions around the management and delivery of the programme
- To lead the council's central transformation programme management office, reporting and resource allocation to ensure effective delivery of agreed benefits and MTFS requirements

KEY ACCOUNTABILITIES:

- Provide expert advice on service reform and innovation, best practice across the sector and managing the change process to senior managers across the organisation
- Support and facilitate services at all stages of the transformation cycle to work collaboratively to develop and implement proposals that reform delivery, improve outcomes for residents and deliver efficiencies in line with MTFS requirements
- Lead the overall development of the benefits plan for the council's Future Ealing transformation programme to deliver the administrations priorities and MTFS
- Lead on the development and implementation of an co-ordinated organisation wide delivery programme to realise agreed benefits
- Lead a fit for purpose transformation programme management office to enable and support delivery of agreed benefits within required timeframes
- Lead on the design and implementation of reporting process to oversee delivery of agreed benefits and manage risk
- Lead on the commissioning and management of consultancy support at a corporate level as required to support the organisation to develop and implement the Future Ealing programme
- Lead on making recommendations business cases and resource allocation to deliver agreed transformation priorities including robust assessments of expected outcome and financial performance
- Act as the client for the communications strategy for Future Ealing – internal and external - ensuring that a clear plan that identifies programme objectives and facilitates the change process is implemented
- Identify organisation wide transformation requirements to inform the development of the organisational OD strategy
- Have the credibility to constructively and intelligently question and challenge senior decision makers when necessary
- Work collaboratively with both delivery and support services to maximise the use of existing resources to ensure a co-ordinated 'one council; approach to transformation
- To enable services to engage effectively and constructively with politicians on proposals that may be challenging to implement
- Work independently with EDG and CB level sponsors of activity in line with the requirements of the programme
- Build and maintain elected member visibility and confidence in the programme by providing regular briefings as required to Cabinet, portfolio holders, Overview and Scrutiny and other forum as necessary.
- Responsibility for leading implementation of projects to ensure delivery to agreed

<p>timetable, savings and outcomes as required</p> <ul style="list-style-type: none"> • Lead on the management of the agreed transformation programme budget (£850K) including making decisions on allocation of resource to deliver agreed benefits • To work proactively with other corporate support services – Finance, HR, ICT, legal, Policy, Communications to ensure that the Future Ealing programme is effectively integrated into the mainstream of the Council’s business and processes • To deputise for the Chief Executive, Director of Strategy & Engagement and other senior staff as required • Attend meetings out of office hours as required on an occasional basis • To carry out other duties as required to deliver the requirements of the role
<p>KEY PERFORMANCE INDICATORS:</p> <ul style="list-style-type: none"> • Delivery of key milestones and financial targets for the programme overall • Successful delivery (time, budget and outcome) of projects for which the postholder is playing a leading role. • 360 Feedback from key leads and stakeholders. • Staff understanding and engagement with the transformation programme (staff survey).
<p>KEY RELATIONSHIPS (INTERNAL AND EXTERNAL):</p> <ul style="list-style-type: none"> • Members • Corporate Board and Ealing Directors Group • Strategy and engagement colleagues • Support departments (e.g. HR, Finance, Business Services Group, Legal, Procurement) • Managers and Staff in the Council • West London Alliance – support staff and member boroughs • External providers/consultancies • Local Government, policy and innovation networks and employer bodies • Partners who constitute the LSP • The Leadership Form and Ealing Directors’ Group • Other Directorates who can contribute resources to help deliver projects. • Government departments
<p>AUTHORITY LEVEL (PEOPLE, POLICY, FINANCIAL):</p> <ul style="list-style-type: none"> • Recommendations relating to transformation investment, ROI, timeframes and risk for business cases across programme investment of c£10m/pa • Sign off in flight change control of scope, timetable and benefits within agreed programme limits • Line managing members of the PMO • Matrix management/close working with other change managers within

the organisation

- Representing the Strategy and Engagement Department in dealings with services, Members, partners and stakeholders
- Lead projects including responsibility for delivery to time, budget and benefits
- Manage the annual programme office budget (circa £350K) and be accountable for decisions for use on the wider annual programme budget (circa £500K)
- Shape the implementation of transformation programmes delivering savings and efficiencies of over £30m from spend of over £200m/pa

Person Specification

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the possible requirement to obtain a Disclosure and Barring Service (DBS) check.

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES

1. Excellent knowledge and understanding of local government, the pressures on it and implications for the council and partners
2. Excellent change management skills across the transformation cycle from review through design into implementation and benefits delivery
3. Ability to develop and implement robust programme management arrangements and use these to drive delivery.
4. Developed knowledge of tools and processes necessary to challenge established thinking about service design and deliver change
5. Understanding of digital transformation including ability to drive business benefits from the application of technology and process reform to council services
6. High quality financial and analytical skills to enable development and review of business cases to inform resource allocation decisions
7. Strong communication and interpersonal skills, and the ability to build personal credibility quickly with a variety of stakeholders.
8. Outstanding leadership skills, including the ability to identify, own and overcome complex obstacles to the delivery of projects.
9. High political awareness and ability to support politicians to manage the change process.
10. Ability to review, evaluate and share learning and best practice within programmes.
11. The ability to monitor and analyse data to a high standard to inform decisions.
12. Excellent ability to promote a positive vision for change and resilience and capacity to work under pressure to challenging timetables to deliver it.
13. Strong staff management and development skills including the ability to manage in matrix arrangements.

**ESSENTIAL QUALIFICATION(S), EXPERIENCE AND REGISTRATION
(e.g. HCPC)**

- 1) Experience leading major local government change and transformation programmes and delivering benefits (outcomes and financial).
- 2) Experience leading change and PMO arrangements at corporate level.
- 3) Experience operating at a senior level in a large and politically complex organisation.
- 4) Experience leading organisational change including engaging effectively with key stakeholder groups (staff, members, partners) to deliver results.
- 5) Experience of providing consultancy style advice and support to enable change.
- 6) Experience of developing robust business cases for investment including robust ROI.
- 7) Experience of commissioning and managing a range of external support to enable delivery of change.
- 8) Experience engaging and advising politicians on complex change.
- 9) Experience of working in partnership environments to deliver change.
- 10) PRINCE II or other comparable project management qualification.
- 11) Experience of managing and developing staff from a range of professional backgrounds.
- 12) Degree level or equivalent experience.
- 13) Evidence of continuous professional development.

Values & Behaviours

Improving Lives for Residents	Trustworthy	Collaborative	Innovative	Accountable
<ul style="list-style-type: none"> • Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues 	<ul style="list-style-type: none"> • Does what they say they'll do on time • Is open and honest • Treats all people fairly 	<ul style="list-style-type: none"> • Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents 	<ul style="list-style-type: none"> • Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures 	<ul style="list-style-type: none"> • Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards