



JOB DESCRIPTION (JD) AND EMPLOYEE SPECIFICATION (ES) Manager Template

JOB TITLE:	Head of Transformation and Change		
GRADE:	G16	SERVICE AREA:	Transformation and Digital
JOB CODE:			
REPORTS TO:	Director of Transformation and Digital	LOCATION:	Civic Offices
SPECIAL CONDITIONS:	<p>Working outside of standard office hours may be required. There is a requirement to work flexibly at all times with due regard to prevailing workloads and priorities. Attendance at evening and other out of hours meetings as required although this is not expected to be regular or routine.</p> <ul style="list-style-type: none">• Political activities of the post are restricted under the Local Government and Housing Act 1989.• Attendance at council meetings and any associated public meetings including occasional evening and weekend working may be required.• Confidentiality to be maintained at all times.• Car mileage scheme• This post is covered by the Government's Code of Practice on the English Language Fluency Duty for public sector workers. The post holder will be required to communicate verbally with customers and provide advice and/or information in accurate spoken English.		

At Walsall Council, we believe that people are at the heart of everything we do. In our work, the way we listen and respond to our customers and colleagues will determine the way we grow and bring Council's vision to life. To succeed, we must push the boundaries of customer service and added value - outstanding is the new standard and the new routine. Using evidence-based insight into solving problems, managers will create an environment that provides opportunities for all individuals and communities to fulfil their potential. As leaders of people, managers will:

- *Work collaboratively to develop strong working relationships and provide a bridge between the council and the communities it serves;*
- *Embrace change and strive for improvement continuously;*
- *Provide value for money to ensure services are delivered in a timely fashion, combining sustainability with quality;*
- *Challenge the status quo, enable and empower, act with integrity.*
- *Together, they will deliver services that the people of Walsall will be proud of.*

1. Corporate duties and accountabilities:

- The post holder will comply with, promote the Council's Health, Wellbeing and Safety at Work policies, and ensure these are implemented effectively within his /her areas of responsibility.
- A priority for the Council is the protection of vulnerable people, ensuring they are able to live as independently as possible. The post-holder will promote and engage with Council's responsibility to safeguard the welfare of children, young people and adults, and protect their right to be safe from harm.
- Through personal commitment and clear action, the post-holder will promote the Council's employment policies, with particular reference to diversity, equality of access and treatment in employment, service delivery and community involvement. To support/develop a working culture within these services that reflects the corporate vision.
- Ensure that the services provided aligned to the Council strategy, vision, aims, objectives, priorities, and continuous improvement programme and play their part in achieving these. This includes compliance with Standing Orders, Financial Regulations, Code of Conduct and the Councils Policies and Procedures.
- This job description sets out a summary of the duties and accountabilities of the role. It is not intended to be exhaustive.

2. Main purpose of the job role:

1. To be the senior professional lead in the organisation on change and programme management, ensuring successful delivery of the council's corporate approach to transformation and change, ensuring alignment to strategies and policies and council ways of thinking and ways of working.
2. Corporately owns the change management standards and methodology and how it is applied through leadership of the Transformation and Change Team as a Centre of Excellence for professional skills in change management (programme, project, risk, change management disciplines)
3. Plan, acquire and manage transformation and change resource capacity to support the timely delivery of Proud Work Streams, ensuring change management standards and professionalism are embedded across all directorates, through matrix management of directorate-based transformation leads as well as the corporate PMO resource.
4. Engage and build relationships with senior managers, specifically Directors Group and service delivery managers across the organisation and network with partner organisations to develop transformation collaboration opportunities to address shared priorities.
5. Support the design and development of strategic business change that evidences opportunities for improved service delivery and realisation of efficiencies and benefits, fully aligned to the councils Ways of Thinking and Ways of Working.
6. Work with Executive Directors and Directors to ensure that transformation plans exploit innovative and digital opportunities and deliver tangible improvements against the three Proud Promises (Improve outcomes and customer experience, Improve employee satisfaction and engagement and Improve service efficiency and performance).

7. Apply and promote strategic thinking, thought leadership and influence across the council to embed 'ways of thinking' (culture, evidence led approach to change) and 'ways of working' (aligned service design and operating model standards) and embed continuous change
8. Ensure that the Proud governance structure is appropriate and effective in providing assurance of progress to key stakeholder groups such as Elected Members, Executive Directors, Senior Managers and staff.

Scope and Breadth of the Role

- Reporting to the Director of Transformation and Digital you will have the day-to-day responsibility for managing a Corporate Transformation and Change Function which includes centres of excellence for programme & project management, change management, programme delivery and programme assurance.
- You will have a pivotal role in developing and embedding the Transformation and Change Function and good practice in change management to support delivery of the Proud Promises including achievement of significant efficiency savings.
- Whilst the focus of the work will largely be planned activities, you will need to be adaptable and able to flex and respond to urgent requests for support and development due to political and legislative factors

Regulatory and Statutory

You will work closely with:

- Director of Transformation and Digital to ensure work stream activity is aligned to the deliver the Proud Promises.
- Directors Group as key stakeholders to help design solutions and provide the capability and capacity for business transformation
- Director for HR and OD to ensure organisational change activity is compliant with legislation and council policy.
- Director for Finance to ensure achievement of efficiencies and financial savings are captured and reported.
- Director for Communications, Marketing and Branding to support good messaging and communications regarding change activity.
- You will work closely with senior officers in ensuring that the council maximise opportunities with regards to income generation and external funding opportunities.

3. Role specific duties and accountabilities: *please refer to [role of the manager](#) detail or advice & guidance document*

Role Specific

1. Provide a leadership role in facilitating and delivering the council's Transformation and Change agenda through consistent application and assurance of change management methodologies.
2. Lead hybrid teams of change management professionals and subject matter experts, working effectively together to deliver new ways of working.
3. Lead the design and development of effective business cases, evidencing clear options appraisals and benefit realisation aligned to customer, employee and efficiencies.
4. Work collaboratively with key stakeholders - Members, senior management, service leads and subject specialists to embed creative and innovative opportunities into service redesign and new ways of working.
5. Lead the Transformation and Change Centre of Excellence team to ensure the provision of consistent change management skills and resources to enable successful outcome and benefit delivery.
9. Ensure governance arrangements supporting transformation and change are appropriate and auditable and provide assurance to Walsall Proud Programme Board of progress and achievement against work stream and transformation plans and financial benefit delivery.
10. Through 3-year horizon planning and resource management, ensure that work streams and transformation programmes are supported with an appropriate level of quality programme and change capacity.
11. Embed and support the application of standard change methodologies being used across the council on transformation and change projects e.g. Managing Successful Programmes, Prince2 Project Management, Agile Project Management, Management of Risk, Prosci ADKAR Change Management.
12. Responsible for managing a wide and varied specialist team that can lead different strands of work focussed on programme, project, change and risk management, being able to think laterally about problem solving and encouraging continuous improvement.
13. Facilitate progress reporting to the Walsall Proud Programme Board, aggregated at a corporate level reflecting accurate and timely progress and assurance, ensuring risks and issues are managed and benefits realisation is reported accurately.
14. Leading by example and use of coaching and mentoring skills to support development and growth of the Transformation and Change Team members.

15. Manage budgets and expenditure for the Transformation and Change Team and designated capital budgets for interim resources. Responsible for a revenue and capital budget and plays a pivotal role in enabling delivery of £70m of efficiencies over 3 years (2021-2024).
16. Work effectively with Finance, Communications, Human Resources and ICT colleagues to ensure that necessary input is coordinated, and support services are contributing to the Proud Ways of Working.
17. Specify the functionality and usability of digital technology solutions and work collaboratively with ICT to design and procure appropriate technology solutions to support the council's transformation.
18. Coordinate the overall communications plan for Proud ensuring planning and delivery of communications messages is timely and promotes key messages.
19. Scoping, leading and managing the inter-relationship between cross-cutting, complex and high-profile work streams through close working with Directors/Work Stream Leads
20. Developing priorities or new change initiatives, presenting these to the Cabinet, CMT, Elected Representatives and a wide range of other audiences

Horizon Scanning

- Work closely with Directorates and Transformation Leads to develop long term strategies for future service needs, understanding customer needs and organisational design principles.
- Identify own and manage risks arising from the consolidated transformation risk register Ensuring that risk registers are reviewed and updated regularly and reported through Boards ensuring close alliance to any legislative or statutory requirements.
- To promote continuous improvement opportunities through networking opportunities with partners, suppliers and other local authorities to share and learn experiences to enable progress of transformation activity and understanding of the 'art of the possible'
- Work closely with senior leaders within the organisation to understand the local, regional and national perspectives impacting their service delivery

Leading People

- Embed Walsall Council Values (Professional, Leadership, Accountability Transparency, Ethical) across teams and lead by example
- Supporting the Proud Promises to empower our employees, creating a supportive environment which enables colleagues and peers to feel empowered and enthused to contribute towards delivering excellence.
- Providing clarity around programmes of change ensuring there is a robust planning framework for change which enables staff and services understand the process and timings for change

Managing Resources

- Plan and manage significant budgets and undertake future planning for financial stability.
- Effectively manage the professional change management resources to enable capacity and capability to be available for transformation work streams.
- Ensure that the programmes and projects supporting transformation activity has appropriate governance and risk management in place.

Managing Performance

- Develop a culture of high performance, setting high standards across the Transformation and Change Team and working effectively with managers and teams across the organisation.
- Effectively deliver progress and performance reporting to key stakeholders and Boards evidencing achievement of milestone delivery and benefits
- Ensure transformational activity is aligned to delivering the councils vision, policies and priorities ensuring that these are understood and implemented corporately and at a service level.
- Work with customers, commissioning and operations directors using business intelligence to identify digital services
- Ensure effective work force planning is undertaken to align sufficient resources to transformation projects covering resource planning, recruitment selection, retention, talent management and succession planning.
- Contribute to the council's budget process advising the senior managers within the directorate and elected members on service priorities and implications of budgetary options.
- Ensure work streams are managed effectively with risk, timescales and deliverables clearly identified.
- Ensure that the transformation programmes and projects consider modern governance of the council and the legality, probity, integrity, proper public accountability, and scrutiny of its decision make processes.

Managing Self

- Maintains high levels of knowledge and expertise through continuous development and learning, networking with other professionals and striving for self-development.

- The post holder is responsible for ensuring they remain UpToDate with the appropriate professional knowledge and expertise such as programme and project management, change and risk management.
- The postholder will also ensure they maintain detailed generalist knowledge across a wide spectrum of related fields and where necessary undertake suitable development and training.

4. Key Stakeholders and reporting lines

21. Reports to the Director of Transformation and Digital
22. Executive Directors, Elected Members, Senior Managers from across the council, Trade Unions and partner organisations.
23. Directors Group to align strategic change activity and plan delivery
24. Elected members - to work with members to assist in their understand and engagement of services and to provide them with appropriate support and advice
25. Community stakeholders to build and develop effective relations with a variety of stakeholders including business and enterprise organisations, voluntary sector groups and partners.



JOB TITLE Head of Transformation and Change	GRADE G16	
Using the Job Description consider what essential behaviours, abilities and knowledge are required by a person to perform each of the main activities and accountabilities of the job safely and effectively.	Indicate when Assessment is possible: at Application form =A interview=I both=A/I test = T	WEIGHT CODE shows relative importance Low=1 Medium=2 High=3
Behaviours: <i>refer to corporate behaviours document</i>		
Professionalism - Actively seek ways to prevent over-complication or confusion of service delivery through innovation, being open to change and the removal of barriers including challenging negative behaviours.	A/I	3
Leadership - Leads by example, optimising those resources allocated, Communicates clearly taking account and welcoming feedback. Takes a positive and resilient approach to change understanding the longer-term vision of the Council and/or service areas.	A/I	3
Accountability - Adopt a 'can do' attitude in the work that I deliver taking accountability for my own performance and development and responsibility for my actions and decisions. I will demonstrate inclusivity and promote the values of diversity and equality.	A/I	3
Transparency - Work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or communities we serve.	A/I	3
Ethical - Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.	A/I	3
Abilities/Skills: (refer to JE guidance document)		
1 Demonstrate excellent communication skills with the capability to deal with people at all levels, to facilitate engagement with transformational activity.	A/I	3
2 Ability to identify, implement and optimise transformational opportunities which include business change and digital technology that enable the council to deliver effective services to residents and businesses, increasing productivity and driving improved performance.	A/I	3
3 The ability to horizon scan for future opportunities for transformation and change and to manage potential challenges, threats and interdependencies	A/I	3

4 The ability to lead a successful programme management office evidencing the key roles required in the team and aligning skills and resources to the appropriate work streams of activity.	A/I	3
5 Evidence of building effective and sustainable partnerships both internal and external, able to use high level challenge, negotiating and influencing skills that enable a consensus for change.	A/I	3
6 Demonstrates effective leadership and is a corporate player with resilience and committed to high professional standards.	A/I	3
7 The ability to explain complex concepts and proposals and using business experience provide a balanced assessment of options including opportunities and threats.	A/I	3
8 The ability to think, plan and act strategically, providing creative solutions which align to corporate and strategic objectives	A/I	3
9 The ability to analyse complex information, situations and issues and deploy highly developed problem-solving skills resulting in high impact decisions.	A/I	3
10 The ability to maintain and adapt appropriate governance and assurance processes to ensure that boards and steering groups are working effectively and can evidence delivery against plan, management of risks and outcome delivery.	A/I	3
11 Able to use influencing skills and communicate a compelling vision or business case to key stakeholders e.g. executive directors, elected members, senior managers, subject matter experts.	A/I	3
12 Evidence of successful change management implementation programmes or projects with clear benefits realisation outcomes.	A/I	3
Knowledge/Experience: specify type, level and qualitative (not quantitative required); if any.		
1 Evidence of working in a leadership role in large, complex organisations	A/I	3
2 Able to demonstrate knowledge of legislative frameworks and government policy which may impact transformational change activity	A/I	3
3 Proven track record of managing a successful large scale Programme Management Office with diverse functions such as programme, project, change and risk management.	A/I	3
4 Good understanding of digital technologies and opportunities which could benefit the council.	A/I	3
5 Evidence of implementing change programmes with digital transformation.	A/I	3
6 Evidence of professional specialisms in terms of change management e.g. programme and project management, change management and tools required to run a successful PMO	A/I	3

7 Evidence of continuous professional development relevant to this role.		A/I	3
Qualification: Specify any qualifications that are a minimum requirement, please include any equivalent qualifications that would be deemed acceptable or if this can be obtained through on the job experience.			
Educated to Degree level and/or a post graduate diploma/Level 7 qualification in a relevant subject and/or significant relevant experience.		A	
Demonstrate commitment to further professional development ideally in transform and change.		A	
A recognised project management accreditation		A	
Other Essential Requirements			
An awareness of, and commitment to, equality of opportunity		I	3
Awareness of, and commitment to, confidentiality and handling data		I	3
Prepared by:	Carol Williams, Director for Transformation & Digital	Date: 26th August 2021	