

Job and Person Profile

LONDON BOROUGH OF HAVERING Job Profile

Job Title: Corporate Transformation Programme Manager

Directorate: Legal and Democratic Services

Responsible to: Assistant Chief Executive

Responsible for: Strategic Transformation advice and guidance to Corporate Management Team
Transformation Programme Office
Matrix management of senior management and professional staff seconded to the transformation programme

Functional links: Corporate, Group and Service management teams, Transformation Programme Team, other Council Services, Councillors, Partners (including other Local Authorities and the NHS) and Suppliers

Main Purpose of the Job:

1. Manage and coordinate the Transformation Programme on behalf of the Corporate Management Team, ensuring that the transformation remains aligned with corporate strategy, and delivers the Council's overall transformation objectives and the required benefits
2. Facilitate Corporate Management Team in fulfilling its role as the Transformation Sponsoring Group
3. Lead the Transformation Team and Programme Office, developing and maintaining an effective transformation support and coordination infrastructure
4. Ensure the transformation supports a service focus, working with Directors, Service Heads and other stakeholders to ensure coherence across operational and transformational activity; minimising any adverse impacts of change

Major Duties (including Responsibilities and Accountabilities)

1. Manage and coordinate the Transformation Programme on behalf of the Corporate Management Team, ensuring that transformation remains aligned with corporate strategy, and delivers the Council's overall transformation objectives and the required benefits
 - 1.1 Design, establish and manage the overall transformation programme in accordance with the strategy and direction set by Corporate Management Team and aligned with the organisational outcomes determined by the Central Design Authority.
 - 1.2 Establish and maintain effective working relationships with the Central Design Authority, Programme Boards, Programme Managers and other transformation team partners to ensure a coherent programme, capable of meeting the Council's objectives and delivering the benefits required.
 - 1.3 Develop, maintain and secure approval of all transformation level programme management documentation, including the transformation strategic Business Case, budget, delivery and implementation strategies and plans.
 - 1.4 Establish and coordinate the transformation portfolio, including programmes, projects and other activities needed to deliver the transformation.
 - 1.5 Maintain the overall integrity and coherence of the transformation programme and the programme environment.
 - 1.6 Establish and maintain an appropriate Transformation governance framework, aligned with corporate governance, working across the transformation to ensure the implementation of effective and robust governance arrangements and effective management of risk.
 - 1.7 Define and present the transformation, representing the transformation on behalf of CMT with internal and external stakeholders.
2. **Facilitate Corporate Management Team in fulfilling its role as the Transformation Sponsoring Group**
 - 2.1 Arrange and facilitate CMT's transformation meetings, and other activities necessary for their role as Transformation Sponsoring Group.
 - 2.2 Support CMT in monitoring the internal and external strategic environments, identifying and reviewing drivers for change, verifying transformation objectives, shaping and guiding the transformation.
 - 2.3 Ensure CMT has the information and tools it needs to effectively fulfil its Sponsoring Group role.

- 2.4 Develop and maintain appropriate reporting, review, approval and decision-making frameworks for the Sponsoring Group.
- 2.5 Ensure all appropriate transformation strategies, plans, issues, risks and other decisions needed are raised appropriately with the Sponsoring Group and facilitate effective Sponsoring Group decision-making.
- 2.6 Ensure Sponsoring Group decisions are communicated and implemented across the transformation programme.
- 2.7 Provide advice and guidance to the Sponsoring Group in relation to strategic change, transformation and programme management matters.

3. Lead the Transformation Team and the Programme Office

- 3.1 Establish and maintain the Transformation Programme Office as an information hub for the transformation, with processes and structures that ensure the interchange of information and understanding between the transformation and the wider organisation.
- 3.2 Establish and maintain effective coordinated central support and control functions across the transformation for financial management, strategic procurement and supplier and contract management.
- 3.3 Establish and maintain effective communications strategies for the transformation, and ensure a coherent and consistent communications approach across the transformation portfolio, aligned with corporate communication strategy.
- 3.4 Ensure effective change management approaches are in place across the transformation.
- 3.5 Identify transformation stakeholders, develop effective sustainable working relationships and ensure the implementation of effective stakeholder communications and management plans.
- 3.6 Implement and maintain an effective central programme office, coordination and support function, appropriate to each stage of the transformation, including line and matrix management and performance management of professional and support staff and teams.
- 3.7 Ensure effective planning processes are established and maintained across the transformation, including detailed plans for identifying and managing programme links and dependencies.
- 3.8 Establish an effective framework of programme management processes and controls, including progress and performance reporting; and risk, issue, change and quality management, working across the transformation to ensure effective implementation.

- 3.9 Establish an effective benefits management framework, working across the transformation to ensure effective implementation.
- 3.10 Work collaboratively with programme managers to maximise the efficiency of resources used across the programme.
- 3.11 Establish and lead an effective transformation programme team, including Programme Managers, Programme Office and transformation support functions, to facilitate achievement of programme objectives.
- 3.12 Ensure visibility of overall transformation performance and progress, identifying issues or problems and leading on appropriate management interventions.
- 4. Ensure the transformation supports a service focus, working with Directors, Service Heads and other stakeholders to ensure coherence across operational and transformational activity minimising any adverse impacts of change**
 - 4.1 Establish effective communication mechanisms and working relationships with Directors, Service Heads and other stakeholders.
 - 4.2 Identify service-related transformation issues and risks, establishing and implementing appropriate management interventions with Directors, service and operational management.
 - 4.3 Support and enable effective culture and business change management across the organisation.
 - 4.4 Work with the Design Authority and Service Heads to develop effective, appropriate and coordinated transformation implementation plans, aligned with the customer, service delivery and performance needs of the organisation.
 - 4.5 In liaison with heads of professional and support services, ensure the transformation approaches align where appropriate with corporate standards and controls.
 - 4.6 Facilitate the transfer of understanding, knowledge and capability from the transformation team to the wider organisation.
 - 4.7 Manage the effective closure of the transformation programme.
- 5. Financial/Resource responsibility**
 - 5.1 The post-holder will have responsibility for advising on the management of Council-wide transformation. As such any inappropriate advice or failure to raise significant issues will have a material impact on the Council's Transformation Programme.

- 5.2 Cost centre manager and authorised signatory for invoices and expenses in respect of the transformation budget.
- 5.3 Management of the central transformation budget, including responsible for allocating and monitoring spend and making monthly reports to finance and CMT.

6. Additional requirements

- 6.1 Comply with Health and Safety Regulations associated with your position.
- 6.2 You may be required to work in any one of the Council's sites, or from any programme partners' sites.
- 6.3 Undertake other management responsibilities as may be assigned from time to time by the Council.
- 6.4 The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all staff to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- 6.5. Demonstrate a flexible approach in programme management and delivery of transformation programmes across the Council. Consequently, the postholder may be required to perform duties, or manage projects or programmes, not specifically identified in the job profile but which are in line with the general responsibilities of the post.

**London Borough of Havering
PERSON PROFILE**

Corporate Transformation Programme Manager

	Requirements	Essential	Desirable	Assessment Method
PART ONE: Experience				
E1	Proven track record of successfully defining, initiating and managing complex change management programmes, service re-designs and/or reviews leading to efficiencies, cost savings, etc. in a large and complex public or private sector organisation	Y		Application form/interview
E2	Experience of leading a complex programme of change/transformation in a large and complex organisation	Y		Application Form/interview
E3	Line management experience, with a proven track record of motivating and leading change across multiple projects and a large and complex organisation	Y		Application Form/interview
E4	Experience of quickly building strong working relationships across various stakeholder groups (internal and external), including public/private sector partnerships, for example	Y		Application Form/interview
E5	Experience of managing complex budgets and delivering cost savings	Y		Application Form/interview
E6	Experience of effective procurement, supplier and contract management	Y		Application Form/interview
E7	Experience of producing deliverable business cases	Y		Application Form/interview
PART ONE (cntd): Qualifications				
Q1	Evidence of appropriate programme/project management training e.g. MSP, Prince2, APM or CMI is desirable		Y	Application Form
Q2	Evidence of continuous professional development	Y		Application Form
PART TWO: Skills				
S1	Excellent programme and project management skills	Y		Interview/ Assessment Centre
S2	Strong people management and leadership skills, demonstrating the ability to articulate and convey a clear vision	Y		Interview/ Assessment Centre

S3	and maintain strategic leadership within a corporate context Good influencing skills, including cultural sensitivity and the ability to sell the vision in a style appropriate to the audience	Y		Interview/ Assessment Centre
S4	Proven interpersonal, political, stakeholder management and negotiation skills to influence decision-makers at the highest level	Y		Interview/ Assessment Centre
S5	The ability to write and present reports and papers about complex issues to a board range of audiences	Y		Interview/ Assessment Centre
Knowledge				
K1	Knowledge of transformation programme governance, design, definition and delivery approaches	Y		Interview/ Assessment Centre
K2	Knowledge of public sector service provision and an understanding of the key issues in local government	Y		Interview/ Assessment Centre
K3	Knowledge of (or familiarity with) public sector accountability and transparency	Y		Interview/ Assessment Centre
K4	Practical knowledge and understanding of Microsoft Office and other desktop IT applications, including MS Project	Y		Assessment Centre
Attitudes and Attributes				
A1	Future and strategically orientated, and able to think and work independently at a corporate level	Y		Interview/ Assessment Centre
A2	Ability to influence, challenge and negotiate with a wide range of stakeholders	Y		Interview/ Assessment Centre
A3	Excellent communication skills: verbal, written and presentational	Y		Interview/ Assessment Centre
A4	Creative and innovative, finding effective solutions to complex problems		Y	Interview/ Assessment Centre
A5	Ability to lead on multiple and wide ranging programmes and effectively balance competing demands	Y		Interview/ Assessment Centre
A6	Ability to adopt a coaching management style and take a collaborative approach to solution building	Y		Interview/ Assessment Centre
A7	Confidence-inspiring leader with charisma and credibility who can get people to modify their natural behaviours		Y	Interview/ Assessment Centre
A8	Ability to passionately articulate a benefits		Y	Interview/

	and outcome focused approach			Assessment Centre
	Working conditions/circumstances			
W1	Demonstrable understanding of and commitment to equalities and diversity in both service delivery to the community, in relationships with colleagues and in employment practices	Y		Interview
W2	Flexible approach to work to include attendance at evening meetings and weekends if required	Y		Interview

