

Role Profile

Part A - Grade & Structure Information

Job Family Code	12BF	Role Title	Senior Transformation Manager
Grade	PS12	Reports to:	Head of Transformation Design
		Directorate/School	Resources
JE Band	519-613	Service/Department	Design & Transformation
		Date Role Profile created	Feb-25

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>To drive systemic change across the organisation by leading complex or politically/organisationally sensitive transformation projects from start to finish, ensuring they are completed on time, within scope, and within budget. Collaborating with a range of internal and external stakeholders to understand their needs and define problem statements, ensuring alignment and support for transformation initiatives to enhance project outcomes and drive strategic change.</p> <p>Analyse complex and integrated business processes and identify areas for improvement, using a range of methodologies. Developing and delivering change management strategies to ensure smooth transitions during transformation projects, minimising disruption and increasing employee adoption, while fostering a culture of continuous improvement.</p> <p>Create and implement solutions that address complex challenges, ensuring sustainable improvements and alignment with user-centric design principles. Track the progress and impact of transformation to ensure transparency and accountability, and to demonstrate the value delivered.</p> <p><u>Accountabilities</u></p> <ol style="list-style-type: none"> 1. Lead complex transformation projects from start to finish to ensure they are completed on time, within scope, and within budget to drive organisational efficiency and effectiveness in a dynamic, agile environment. 2. Collaborate with stakeholders as an expert in transformation methodologies and innovative practice to understand their needs and define problem statements, ensuring alignment and support for transformation initiatives to enhance project outcomes and drive strategic change.
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3. Analyse existing processes and identify areas for improvement to optimise operations and reduce waste, using methodologies like Lean, Six Sigma, and Agile, and ensuring alignment with the broader organisational structure and strategic objectives.
4. Develop and execute change management strategies to ensure smooth transitions during transformation projects, minimising disruption and increasing employee adoption, while fostering a culture of continuous improvement.
5. Design mechanisms for the collection and analysis of quantitative and qualitative data, interpreting outputs and providing evidence led recommendations that drive informed decision making. Measure the impact of transformation initiatives, ensuring data driven improvements and enhancing overall efficiency and effectiveness.
6. Create and implement solutions that address complex challenges to enhance efficiency and effectiveness, ensuring sustainable improvements and alignment with user centric design principles.
7. Work with colleagues across the function and in People & Change to commission, design and deliver activities that facilitate the effective implementation and embedding of transformation, promoting continuous learning and innovation within the team.
8. Foster and role model a culture of continuous improvement by encouraging feedback and learning from past projects, applying best practices to future initiatives to drive ongoing enhancements and efficiency gains.
9. Track the progress and impact of transformation projects, providing regular updates and reports to senior management to ensure transparency and accountability, and to demonstrate the value delivered.
10. Stay up to date with the latest industry trends and methodologies, incorporating innovative approaches into transformation projects to drive better outcomes and maintain a competitive edge, while ensuring strategic alignment and excellence.

Work Context

The Design & Transformation Service operates in a dynamic, agile environment, delivering strategic transformation initiatives across the council. The team is divided into three main sections: Design, Transformation and Data, each crucial for driving change and innovation.

Emphasising continuous improvement, the service requires team members to proactively identify opportunities for collaboration, optimisation, and efficiency gains. Effective communication and collaboration with internal and external stakeholders are essential for the successful delivery of transformation initiatives. The team is committed to excellence, innovation, and strategic alignment, focusing on delivering value and driving positive change across the organisation.

The Internal Transformation Consultancy team uses a wide range of methodologies to drive broad organisational change. These methodologies include Lean, Six Sigma, Agile, the ADKAR Model, and the SCC approach to operating model design. The team focuses on improving processes, reducing waste, and enhancing overall efficiency and effectiveness across the organisation. By collaborating with the Service Design team, and teams that deliver change across the organisation, the Transformation Consultancy team ensures that systemic changes are user-centric and aligned with the broader organisational structure and strategic objectives.

Senior Transformation Managers work in an agile way, deployed to work on programmes or projects across the council. Their ability to manage projects, engage stakeholders, and deliver high quality consultancy services are critical to the success of the transformation initiatives and the overall performance of the organisation often in an ambiguous environment. They mentor and support the development of more junior colleagues within the Transformation Design function and across Design & Transformation.

	Senior Transformation Managers work closely with team members across the Design & Transformation function to identify opportunities for collaboration, optimisation, and efficiency gains. Their effective communication and collaboration with internal and external stakeholders are essential for the successful delivery of transformation initiatives. They are committed to excellence, innovation, and strategic alignment, focusing on delivering value and driving positive change across the organisation.
Line management responsibility if applicable	May line manage a small team. Supervision of colleagues and project team members as required.
Budget responsibility if applicable	Indirect influence on council budgets through provision of consultancy services.
Representative Accountabilities Typical accountabilities in roles at this level in this job family	<p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none"> • Identify issues, trends and opportunities that may have an impact in their area of responsibility to enable appropriate action to be taken. • Lead the development of policy in the own area of specialism, contributing to the delivery of organisational objectives. <p>Service Delivery</p> <ul style="list-style-type: none"> • Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. • Apply specialist expertise and use judgement to make decisions where solutions are not obvious, to deliver services that meet customer requirements and service standards. • Drive change and embed new ways of working to ensure high quality service delivery and value for money. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation of operational plans and play a key role in the formulation of strategic longer term plans for the area to fit broader functional and organisational strategy. • Lead major projects and reviews and represent the business area in internal and/or external initiatives to enhance reputation and service delivery. <p>Finance/Resource Management</p>

- Manage allocated budget/resources/funding effectively and flexibly and control all related expenditure to ensure delivery of targets/objectives within budget.
- Contribute to resource and budget planning within own area.

Work with others

- Liaise internally and externally at senior levels to establish service requirements and priorities and ensure the department/service issues are appropriately represented and acted upon.
- Work with managers, service representatives and partners to identify and apply cost effective means of delivering improvements to business processes and strategies.

People Management

- Manage a group of staff across a function/service, or as a significant part of a wide function to ensure all relevant annual targets and goals are delivered within budgetary/resource constraints.
- Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements.

Duties for all

Values: To uphold the values and behaviours of the organisation.

Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.

Health, Safety & Welfare: To be responsible for ensuring health & safety policies, procedures and legislation are implemented, communicated and managed including making sure that health and safety responsibilities are fully understood and carried out by employees within their service area.

To have regard to and comply with safeguarding policy and procedure as appropriate.

Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics

- Degree or equivalent professional qualification plus experience at management level in a specialist area.
- Knowledge of the principles of change management, project management and continuous improvement, and their practical application.
- Authoritative knowledge of the work practices, process and procedures relevant to the role including broader sector/commercial awareness.
- Ability to manage budgets and resources to deliver effective support to their area of responsibility.
- Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills and the ability to work collaboratively with internal and external partners/professionals.
- Comprehensive knowledge of computerised business systems.
- Understands how to inspire and motivate others.
- Advanced problem solving and analytical skills with the capacity to devise and implement practical and creative solutions.
- Wide experience in successful leading, coaching, mentoring and developing of staff.

Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics

- Robust experience of implementing organisational change in a consultancy focussed role, internal or external.
- Robust knowledge and experience in the application of a wide range of methodologies to drive systemic change.
- Exceptional stakeholder management skills able to operate effectively in a complex political environment.

Role Summary	Roles at this level are substantial management roles, they are either managing a multi functional support service within one of the organisation's service areas, or coordinating a specific business development or advisory area. This may involve significant coordination of complex or diverse services, e.g. leading business support services to professional teams, or coordinating teams carrying out specialist advisory or administrative services. More specialised roles will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or organisational objectives. They will provide overall guidance to more junior managers in terms of planning, service standards and resources which underpin service level agreements. Planning takes place over a one year horizon. They work closely with customers, staff, agencies and/or contractors to ensure that the services meet and exceed expectations. Roles at this level require extensive management experience and high level expertise. They exercise flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance. Roles at this level are accountable for the professionalism of service delivery under their remit.
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